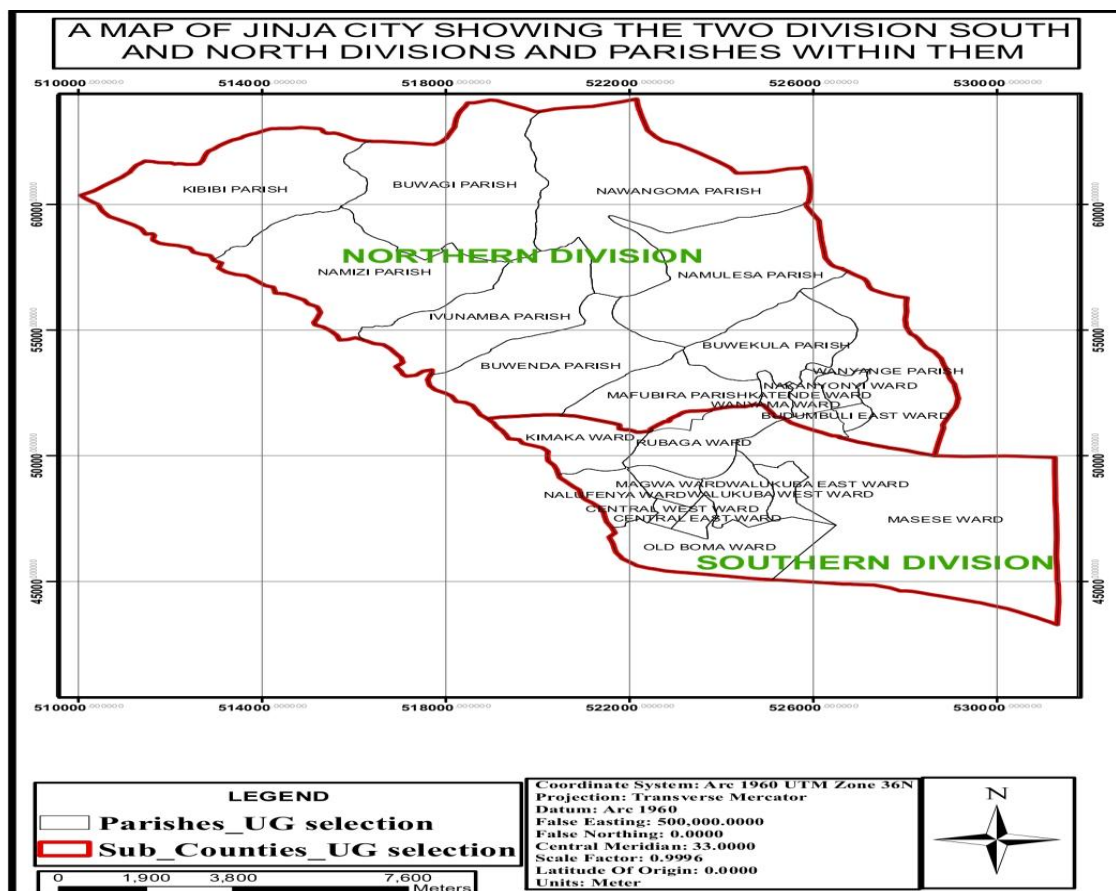


JINJA CITY



JINJA CITY STRATEGIC PLAN FOR STATISTICS FOR FY 2025/2026 TO FY 2029/2030



Theme: Innovating, Modernizing and Transforming Statistical Services

October, 2025

FOREWORD

Jinja City Council gratefully acknowledges the efforts of the City Statistics Committee, all the Heads of departments and sections who contributed to the production of this Five-year City Strategic Plan for Statistics. It may not be possible to enumerate all those who gave their time, but a few groups and individuals deserve special mention.

Special thanks go to Uganda Bureau of Statistics (UBOS) for their effort in Capacity Building, Data provision to the City staff to see that Jinja City Council gets specific data and statistics required for designing, planning, implementing, monitoring, and evaluating development programs. There are many documents that have been received in the City from UBOS, such as reports of the population and housing censuses, the National service delivery surveys and the Uganda demographic and health surveys, to mention but a few.

I wish to pass my heart-felt gratitude to the City Technical Staff who have been deeply involved in the production, especially Ms. Kayongo Christine, Mr. Kizito Leviticus and Mr. Nyangor Brian representing the office in charge of statistics in the city.

I am also indebted to all our development partners, especially the Data Cities Consortium for the technical capacity building workshops and financial support offered during the compilation of this document.

May God bless you.

“Kiira Bwe Bugaga”

KASOLO PETER OKOCHA

HIS WORSHIP- MAYOR JINJA CITY

PREFACE

The importance of statistics in informing planning and monitoring of government programs cannot be over emphasized. We need to know where we are, determine where we want to reach and know whether we have reached there. The monitoring of socio-economic progress is not possible without measuring progress and establishing whether human, financial and other resources are being used efficiently. The development of a City-based Strategic Plan for Statistics is intended to provide City tailored statistics and will reflect the peculiar nature of the City by looking at specific areas in the stated statistics direction, which would not be possible to provide at a higher level.

Data and statistics are required for designing, planning, implementing, monitoring and evaluating development programs. For instance, statistics on school enrolment, completion rates and dropout rates etc. are vital in the monitoring of universal primary education (UPE) and universal secondary (USE) programs. Statistics are also needed for establishing grant aid to community schools, staff levels, and other investments in the education programs. The collection and use of statistics and performance indicators is critical for both the successful management and operation of the sectors, including Lower Local Governments.

This Jinja City Strategic Plan for Statistics will go a long way in guiding City policy makers, planners, researchers and other stakeholders to identify the indicators that are relevant for planning, monitoring and evaluation of Government programs and their jurisdiction.

The Strategic Plan for Statistics will also act as an aggregated plan to guide statistics development from all sectors and information originating from NGOs and other organizations. This document therefore is a five-year plan that will guide the formulation of statistics and its direction towards shaping the vision and mission of the mighty city of Jinja.

Lastly, I wish to thank the Uganda Bureau of statistics (UBOS) and a special appreciation to our Development partners specifically DataCities Consortium for their continued technical and financial support to Jinja City Council.

I also wish to thank all my technical staff especially Ms. Kayongo Christine, Mr. Kizito Leviticus and Mr. Nyangor Brian who were coordinating the compilation of this plan and information contained together with the members of the Statistical Committee and Data Quality Assurance team.

For God and My Country

Otimong Moses
CITY TOWN CLERK

LIST OF ACRONYMS

AI	Artificial Intelligence
BFP	Budget Framework Paper
CSC	City Statistical Committee
CSS	City Statistical System
CSO	Civil Society Organizations
CDP	City Development Plan
CPDP	City Physical Development Plan
DDEG	Discretionary Development Equalization Grant
DHIS	District Health Information System II
Elogrev	Electronic Local government Revenue System
FIS	Financial Inclusion
GBV	Gender Based Violence
HH	Household
ICT	Information Communication Technology
IFMS	Integrated Financial Management System
IGG	Inspector General of Government
JCDPIV	Jinja City Development Plan IV
JCC	Jinja City Council
LAN	Local Area Network
LLG	Lower Local Government
LQAS	Lot Quality Assurance Survey

LC	Local Council
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M and E	Monitoring and Evaluation
MDA	Ministries Departments and Agencies
MoH	Ministry of Health
MoES	Ministry of Education and Sports
MGLSD	Ministry of Gender, Labor and Social Development
MLHUD	Ministry of Lands, Housing and Urban Development
MEMD	Ministry of Energy and Mineral Development
MWE	Ministry of Water and Environment
NSS	National Statistical System
NPHC	National Population and Housing Census
NDP	National Development Plan
NGOs	Non-Government Organizations
No	Number
OWC	Operation Wealth Creation
OAG	Office of the Auditor General
OPAMS	Online Performance Management System
PNSD	Plan for National Statistics Development
PTR	Pupil Toilet Ratio
PBS	Programme Budgeting System
PWDs	People With Disabilities

PDM	Parish Development Model
PDMIS	Parish Development Management Information System
Popn	Population
SPS	Strategic Plan for Statistics
SACCO	Saving and Credit Cooperation
SDGs	Sustainable Development Goals
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
UTB	Uganda Tourism Board

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Explanatory Notes

The notes in the matrix below are intended to create a common understanding of the given terms across the National Statistical System

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

	the MDA/DISTRICT/MUNICIPAL COUNCIL/CITY Development Plan, NDP III, Sustainable Development Goals etc
Gender indicators	Gender indicators serve to measure and compare the situation of women and men over time. Gender indicators can refer to quantitative indicators (mainly but not exclusively based on statistics differentiated by sex) or to qualitative indicators (based on women's and men's experiences, attitudes, opinions and feelings) (EIGE, 2015).
Gender mainstreaming in statistical system	Gender mainstreaming in statistical systems includes activities that aim to apply a gender perspective holistically at all stages of data production, statistical coordination, communication and statistics use.
The Issue	The Issue refers to the fundamental question or critical challenge affecting the CSOs ability in the specified goal. I.e. what the problem is that the CSO needs to address.
Goal	A goal is a broad primary outcome.
Strategy	A strategy is a plan of action to achieve an objective that is usually major, comprehensive and long-term (Higgins and Vincze, 1989). A strategy is basically the approach you take to achieve a goal.
Strategic Objective	A strategic objective (SO) is a measurable step you take to achieve the strategy.
Strategic Intervention	Strategic intervention (SI) refers to a set of sequenced planned actions or events intended to facilitate attaining an objective. A Strategic objective may have one or more strategic interventions.
Strategic Action	A Strategic Action is the concrete step or activity needed to make the strategy a reality. A strategic intervention may have one or more strategic actions simultaneously or sequenced into an action plan.
Key Output	A Key Output is a projected result of an action or activity. Each action is expected to yield specific outputs. An activity may have one or more outputs. These outputs may at times be unintended
Output Indicator	An Output Indicator is the clue, sign or markers that measure one aspect of an action and show how close it is to its desired path and outcomes. Indicators usually describe observable changes or events which relate to an intervention. Indicators must be realistic and measurable. Each of the expected output must have a measurable indicator of success.

EXECUTIVE SUMMARY

The Five-year Strategic Plan for statistics has been developed as a guide to improve statistical production in Jinja City. This plan is set to run from July 2025 to June 2030. This local government strategic plan for statistics (LGSPS) has been developed in line with the Plan for National Statistical Development (PNSD)

To effectively support and oversee the implementation of the CSPS, the city has prioritized the following four areas, and these would constitute the strategic objectives aligned to the Plan for National Statistics Development (PNSD)

1. Strengthen systems for data production and development
2. Enhance dissemination, uptake and use of statistics
3. Enhance human resource capacity for statistics production in the City
4. Strengthen Coordination, Cooperation and Partnerships for statistics production

The plan also provides for the challenges that are currently being faced in the production of statistics in the city. It also highlights the possible strategies that will address the identified challenges and activities that will be implemented in line with the goals of the PNSD.

The plan will be implemented in collaboration with UBOS: the City Town Clerk's Office shall take the overall responsibility for implementing the SPS. The Statistician and the Planning department will be the secretariat for the SPS and oversee coordination of the implementation of the SPS with support from the City Statistics Committee.

Jinja City SPS will be financed through local generated revenue, Government of Uganda, Grants and contributions from Development Agencies.

The status of implementation will be monitored and evaluated through quarterly meetings and field visits by the technical staff, specifically the Statistics Committee. Monitoring and evaluation of the City SPS will be responsibility of CSC under the City Clerk's leadership. Departmental focal persons will prepare quarterly progress reports for discussion by the

CSC. UBOS will further support the monitoring of the City SPS through routine monitoring of statistical activities as well as the mid-term review and final evaluation of the plan.

CHAPTER ONE

INTRODUCTION

This chapter introduces the background, legal framework, the rationale for designing the strategic plan for statistics, process of developing the strategic plan for statistics, scope and coverage of the plan and structure of the strategic plan for statistics in Jinja City.

1.1 Background

Jinja City is implementing its strategic plan for statistics IV and contributing to the City Development Plan IV following quality statistics constituting part of the enabling environment for measuring progress, input requirements, outputs, outcomes and impact of various strategic interventions as well as delivery of public functions and services to the residents.

Jinja City Development Plan IV is aligned to International, Continental, Regional and National Development Frameworks such as Sustainable Development Goals, Africa Agenda 2063, East African Community Vision 2050 and Uganda Vision 2040 stipulated in the Fourth National Development Plan (NDP IV),

1.2 Legal framework

The Constitution of Uganda (1995) establishes Local Governments as centers of service delivery, planning and development. Jinja City has powers to plan, budget and report on those obligations as indicated in the constitution and the Local Government Act 1997 (Amended). This responsibility is enshrined under the decentralization framework provided for under the constitution of Uganda and articulated in Local Government Act CAP 243. In line with the requirements of section 36(3&4), the City is required to compile statistics to inform planning, evidence-based decision making and policy formulation.

1.3 Rationale for designing Strategic Plan for Statistics

Quality statistics are needed for formulating effective policies, tracking achievement of development outcomes and informing the decision-making processes. Statistics is an

essential part of enabling environment for development and will necessitate Jinja City to develop and sustain the City Statistical System (CSS).

Additionally, to facilitate research and policy formulation on economic, social and environmental development agenda. Also, effective valuable measurement of the impact of policy decisions and their implementation. Therefore, improving the generation, use and dissemination of quality data is essential for fulfillment of the City's Mandate.

The quality of data in Jinja City is ranked at 3.2, which implies it's generally acceptable. This is attributed to its relevance, integrity, interpretability and comparability. However, the City Statistical System is faced with a few challenges during statistical production such as insufficient data management and production skills by some staff, lack of adequate ICT equipment in some departments, lack of reliable internet connectivity in all departments which then restricts data sharing and update of electronic management system (MIS), lack of appropriate data storage and backup mechanisms for the city which renders data susceptible to distortion and loss, lack of a Local Area Network for sharing of statistics with other departments and lack of a centralized database to act as a one stop center for city statistics.

1.4 Process of developing the Strategic Plan for Statistics

The process of developing the Jinja City Strategic Plan for Statistics was participatory to maximize the benefits of inclusive strategic planning and stimulate ownership and usability of the Plan by all Staff. Under the guidance of UBOS a comprehensive departmental statistics capacity assessment was conducted as well as document review which culminated into drafting of this strategic plan for statistics.

Specifically, the process entailed the following steps;

1. Sensitization of Jinja City Stakeholders on CSPA Concept.
2. Constitution of Jinja City Statistics Committee.
3. Review of documents to ascertain the status of Jinja City Statistical System.
4. Drafting of CSPA.
5. Dissemination of the draft SPS.

6. Refinement of the draft SPS.
7. Stakeholders meeting to validate the CSPA.
8. Review of the SPS by Jinja City Executive Committee.
9. Approval of the CSPA by Jinja City Council
10. Submission to other relevant authorities and agencies.

1.5 Scope and coverage of the plan

The plan will cover the entire city and the lower local governments that is the Northern and Southern division, wards, cells learning institutions and health facilities. We shall use the existing programs like HMIS, EMIS, and DHIS II under health and education departments.

1.6 Structure of the Strategic Plan for Statistics

Jinja City Strategic Plan for Statistics is divided into two sections; the first section comprises the chapters while section two consists of the annexes. The first section is divided into six chapters.

Chapter one: provides the background, the city legal framework, rationale, process of developing the strategic plan, scope and coverage of the plan and the structure of the plan.

Chapter two: Presents a situational analysis of data production in the city. This includes the status of Jinja City Statistical System, Statistical Programs, Stakeholder analysis, Data production, SWOT Analysis, the challenges associated with statistical production and risks, mitigation measures and priorities over the next five years.

Chapter three: Presents the strategic framework for the City-SPS, namely the vision, mission, strategic objectives values and principles that shall guide the implementation of the City SPS.

Chapter four: Presents the proposed strategic objectives strategic objectives and specific actions for improving statistical production in the city.

Chapter five: Presents the Financing Plan of the Strategic Plan for Statistics for Jinja City.

Chapter Six: Presents the Implementation, Monitoring and Evaluation

The Annexure comprises of the Data production schedule, Logical Framework, 5-year Budget, the List of Statistical Committee members and the list of wards and cells in the city.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter presents a situation analysis of data production in the city. This includes the status of Jinja City Statistical System, Statistical programmes. Stakeholder analysis, Data production, SWOT Analysis, the challenges associated with statistical production in the city and risks, mitigation measures and priorities over the next five years.

2.1.1. Status of the City Statistical System

The City developed the Strategic Plan for Statistics as per the PNSD III Strategic Objectives indicated below:

The Strategic Plan for Statistics provides a direction for strengthening statistical production in Jinja City. The City has a functional Strategic Development Plan III which has been because of the consistent development of the strategic plans as I and II. The Strategic Plan for Statistics III has been implemented in with five strategic goals as stated in the strategic plan to an acceptable percentage. The goals in the previous plan included;

- I. Strengthen coordination and management
- II. Increase usability and dissemination of statistics
- III. Mainstream quality assurance in the production of statistics
- IV. Strengthen Human Resource Capacity for production and Management of Statistics.

Strengthening Coordination and Management

The City has an appointed focal point person for statistics and the institutionalization of the both the Statistical Committee and the Data quality assurance. The Committees have coordinated the development of the City Annual Statistical Abstracts, Statistical Reports, and Coordinated meetings. The Data Quality Assurance committee has checked on the standards and integrity of data that before it is rolled out to other stakeholders.

Increase Usability and Dissemination of Statistics

The City through the Statistical Committee have developed the Annual Statistical Abstract FYs 2023/2024, FY 2022/2023, FY 2021/2022, Data collection through the deployment of Town Agents to collect majorly administrative data has been coordinated by the Focal point person for statistics, quarterly statistical reports have been disseminated that incorporate crosscutting issues like gender, HIV/AIDs, Migration and Environment. Administration data collection covers demographic dividends, aquaculture census, revenue enhancement and Education.

In terms of dissemination, the Annual Statistical Abstract was compiled and presented before the Technical Planning Committee for approval before it's submitted before City Executive Committee and Council for final Approval.

Mainstream quality assurance in the production of statistics

Mainstreaming quality assurance in the production of statistics involves integrating assessments into the core activities of timely and fit purpose. In the city, the statistical committee and the data quality assurance committee have derived systematic standards into data processes to ensure reliability and usability aligned with the Uganda Bureau of Statistics among those adopted from the bureau include Statistical Quality Assessment and Certification Framework (SQACF). Development partners for instance DataCities consortium developed a quality assessment for data that's being used by the Data Quality Assurance committee this was piloted through capacity building and policy domestication especially in the areas of Tourism, Revenue enhancement and Waste Management.

Strengthen Human Resource Capacity for production and Management of Statistics.

The Human Resource Capacity has been enhanced through capacity building workshops that were mainly coordinated by development partners DataCities where members of the Statistical Committee have been inaugurated to appreciate data dissemination tools like using visuals, reports and analysis tools.

2.1.2. Statistical programmes

Collection of Administrative data in Jinja City is collected by the Town Agents and Census data by the enumerators during the census period. The data production process is officiated by the Statistical Committee who determine which kind of data collection tool is required for a particular parameter and indicators developed.

The data collected is entered into various systems that exist for instance the Health data is entered into the District Health System II to capture different parameters as per those in the system categorized by their different codes in the Health Management System, Education department enters its data into the Education and Management Information System (EMIS) for the different parameters of data collected in the system for instance the enrolments rates, literacy rates etc. as highlighted in the Statistical Abstracts.

Data in the Physical Planning department is entered to the Physical Planning Urban Management Information System (PPUMIS) indicating different physical planning developments in the city. The Planning department uses Online Performance Management System (OPAMS), Parish Development Model Management Information System (PDMIS), Financial Inclusion System (FIS), Programme Budgeting System (PBS), and Natural Resources department.

The City Division Town Clerks, Head Teachers, Health facility in charges and the technical planning team validate and organize the data depending on requirement as per government mandate.

The collected data is analysed in a periodical manner mainly on quarterly basis and when there is demand. The analysed data is always shared using various forums like the City performance review meetings, budget conferences, City Technical Planning Committee meetings and Annual Statistical abstracts, quarterly performance reports, city website among others.

2.2 Stakeholder analysis

2.2.1 Key Stakeholders (data providers)

The section highlights the various stakeholders of the City Statistical System. The matrix below highlights what data is required in the stake of City Information. The level of influence of the stakeholders and reasons why they demand statistics are highlighted;

Table 2: 1 Stakeholder Analysis

Name of stakeholder	Stakeholders' category (Producers, users, funder of statistics)	Level of Stakeholder Influence (High, Medium, Low)	Interest in Statistics (funding support, using statistics produced, collecting statistics, technical support to the district)
Academic Institutions	Producer and User	High	Funding support, Statistics produced, collecting of statistics
Tourism Operators	Producer and User	High	Funding support, Statistics produced, collecting of statistics, technical support to the City
Medical Facilities	Producer and User	High	Funding support, Statistics produced, collecting of statistics and technical support
Development Partners	Producer, User and Funder	High	Statistics produced, collecting statistics and technical support
Industrialists and Business community	Producer, user and funder	High	Statistics produced, collecting statistics and technical support

Cultural Institutions	Producer, User and Funder	Low	Statistics produced, collecting statistics and technical support
Transport Sector	Producer, User and Funder	Medium	Statistics produced, collecting statistics and technical support
NGOs and CSO	Producer, user and Funder	High	Statistics produced, collecting statistics and technical support
City Authority	Producer, user and Funder	High	Statistics produced, collecting statistics
Religious Institutions	Producer, User and Funder	Low	Funding support, using statistics produced, collecting statistics

Nature of inter and intra linkages to Statistical Production

Statistical production in Jinja City is interlinked through existing systems that have been developed to ease data entry within departments, agencies, Ministries and Lower Local Governments, systems that offer a network of inter and intra linkages across the stated entities include IFMS, BIMS, Elogrev, PDMIS, EMIS, DHIS II, FIS, PBS etc as highlighted below;

Linkages with Lower Local Governments

Data linkages act as an integration, sharing and management of information systems between the City headquarters and it's LLGs for this case Southern and Northern Division. This is administered using the Local Government Act of 1997 aimed at decentralization and devolution of functions, powers and services to the local government units.

The LLGs are the first catchment areas where primary data is collected in the city and they oversee the retrieval of data collection tools normally administered through Town Agents and a few hired enumerators. The LLGs as well interact with the citizenry and frontline delivery points that provide data both administrative, demographic, Health Indicators, Education indicators, Community indicators among others.

The key linkages include;

Revenue Data Management

Elogrev system being rolled out by the Ministry of Local Government in 2017 which was piloted in Jinja City Walukuba West and East wards, Jinja City Southern Division. The system allows divisions to input local revenue collections like market dues, billboards and banners etc. into a centralized data base enabling real time aggregation and integration with national systems like the Integrated Financial Management System (IFMIS).

Public Health and Social Services data

Using the District Health Management Information System (DHIS II) derived from the Health Management Information System (HMIS), divisions report monthly data on immunizations, HIVAIDS prevalence, Outpatient Department Utilization (OPD) Clinic visits among others, this is normally linked to the National Ministry of Health Portal.

Education and Student/Pupil data

The schools in all divisions submit their enrolment/drop out data to the City Education department which is then linked with Universal Primary/Secondary Education funding.

Linkages with Ministries, Agencies, Departments and Development Partners

Ministries, Agencies and Departments

Central government Ministries provide conditional grants technical guidance and data oversights contributing over 95% of Jinja City's budget through government transfers like Road fund, Road Rehabilitation grant, School Facilitation Grant (SFG), Sectorial grants,

Uganda Intergovernmental Fiscal Transfers (UGIFT), Discretionary Development Equalization Grant (DDEG), among others. Data flows upward via integrated systems designed by the Central Government for instance the Programme Budgeting System (PBS).

Linkage with Ministry of Local Government (MoLG)

These acts a bridge for decentralization, offering guidelines, mentoring and inspections for planning and service delivery, the Ministry support Local Economic Development which includes activities like tourism development, agricultural extensions among others, this is through the implementation of government programs where parish priorities are interlinked with the city budget through the Budget Framework Paper (BFP) , facilitated the Parish Development Model (PDM) which was rolled out 2022 capturing household and village data using the Parish Development Management Information System (PDMIS) and the Financial Management Information System (FIS)

Ministry of Finance, Planning and Economic Development

This government agency oversees budgeting transparency and performance reviews with data linkages on annual budget call circulars aggregate division's revenue data into national systems like IFMS, tracks PDM Financial Inclusion systems among others with budget performance reports developed.

Ministry of Health

The ministry provides for essential medicines and supports infrastructure via data driven decision making processes, collaborates on HIVAIDs prevalence rates. The data linked is through the monthly reports derived from the District Health Information System II which provides data for the different facility performance which is fed into the National dashboards.

Other Ministries, Agencies and Departments

Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) links with NAADS/OWC for farmer groups, Ministry of Water shares the water quality data from the Nile Surveys,

Ministry of Tourism provides data on different tourism demographic data. Uganda Bureau of Statistics, coordinates and provides data on the National Statistical System for instance in demography, Health survey, Household surveys, infrastructure among others.

Development Partners

Development partners for instance DataCities Consortium a collaboration of three organizations (ToroDev-ODA, UN Global Pulse, Sunbird AI) have developed mechanisms on how the city can improve on the dissemination and usage of data to improve on decision-based planning in the areas of Waste Management, Revenue collection and Tourism Development. The Consortium promotes practical and resilient data systems in Uganda's emerging cities. ToroDev-ODA implements data program strategies, conducts baseline studies on urban data, designs data use cases for urban policy making, advocacy, capacity building and infrastructure for resilient systems. For instance, it trained revenue officers on data analytics for property, licensing and parking data sets, supported baseline studies on data analytics which revealed data use gaps in different sectors across waste management and tourism development. UN Global Pulse pilots data centric tools influencing policy frameworks, adapts national data strategies for cities with emphasis on Artificial Intelligence powered pilots. For instance, it developed a Geo-Spatial tool for mapping out all Tourism sites and tourist tracking tool. Sunbird AI assesses AI readiness develop AI powered pilots for decision making. The Data linkages are in areas of Revenue Analysis made, Tourism Geospatial Maps developed for Jinja City, Waste Management Data.

Other bilateral development partners for instance Enable, Good Neighbours International have coordinated different activities in the Education, Health and Administration sectors of Jinja City this have significantly improved on the enrolments, utilization of OPD and capacity building for staff.

2.2.2 Data production process

Data Collection Process

Data is collected from the Divisions using data collection tools, for instance Household data which is collected using the PDMIS App that's mainly done by the Town Agents, Public Health data collected by both the Village Health team, Health facility records officers and Biostatisticians. Extension workers do the collection of data on aquaculture census and animal census. Data from schools is collected by the Inspectors of schools.

Data Analysis Process

This is normally done by the Statistician and development partners like DataCities consortium who recently analyzed Revenue data on property rates and trade licenses for both Southern and Northern division which employs a structured process to clean, explore and visualize data for actionable insights. The City also through the PDMIS webserver analyzes data on household demography and beneficiaries of the parish revolving funds which indicates the trend of households that have benefited against those that haven't. Through the DHIS II, the City analyzes health demographic data that is aimed at determining performance of different health indicators in the city. Through the Elogrev system, revenue data is analyzed to determine the performance of all revenue centers.

Dissemination and Publicity

The City's data dissemination and publicity mechanisms developed through partners such as USAID and Makerere University that assisted in creating the City Website with the aim of creating a platform where data can be shared, opportunities, and current trends in the city among others. Analyzed data such as trading licenses, property rates disseminated by the DataCities Consortium that was shared via many platforms including their website has provided an enabling environment where stakeholders such as development partners, the community, business individuals, industrialists and technical officers. Budget conferences, Stakeholder engagement meetings, Community Barraza and technical planning committee meetings have also been used for dissemination of data.

Regarding publicity, the City website has played a crucial role in publicizing data, City notice boards and social-media platforms for instance X (formerly twitter, Facebook, WhatsApp among others have been utilized for data visibility.

2.2.3 Coordination mechanisms in the City

In Jinja City, Data coordination mechanisms have been significantly bolstered through the existing forums such as the Statistical Committee and the Data Quality Assurance team. This committee establishes a multi-layered urban data governance framework to combat fragmented data silos, limited digital capacity and weak structures identified in baseline assessments. Central to this, statistical committee comprising of about 15 members including departmental heads provide a high-level oversight and citizen-inclusive coordination for evidence-based decision making across sectors like revenue mobilization, tourism, waste management, Health, Business sector, industry, education among others. Complementing this is the agile Data Quality Assurance team consisting of the City administrators and some representatives from the Lower Local governments such as IT Staff, Planners, Statistician and departmental focal persons which handles operationalization of takes such as data standardization, quality improvement and cross departmental flow to support budgeting, service planning, and Policy development. Defined roles such as data custodians for secure storage and privacy compliance, administrators for system maintenance, regulatory bodies for standards enforcement and users like planners for application to enhance accountability and reduce duplication.

Enhancing Partnerships for Development of Data in the City

Increasing partnerships for data development in cities involves creating collaborative frameworks that align public, private and community stakeholders around shared data driven goals. Mechanisms include establishing open data platforms to facilitate transparent data sharing, fostering public- private partnerships to leverage resources and expertise and engaging citizens through participatory data initiatives for instance crowdsourcing or community driven-data collection. These partnerships can be strengthened by setting clear data governance policies, ensuring interoperability of data systems and incentives through grants.

2.3 Data production

2.3.1 Data user needs assessment.

The city data are demanded by various stakeholders who for this case comprise of a diverse array of stakeholders including city leaders, planners, departmental heads, political representatives and members of the City Development Forum who are sample representatives of the Citizens. Additionally national entities such as MDAs, higher local governments, NGOs, development partners, researchers, media and general public who rely on it mainly for policy formulation, budget allocation, service planning in sectors like tourism, revenue development, waste management among others as well as monitoring progress towards sustainable development goals and national frameworks such as the National Development Plan IV, Vision 2040, Africa Agenda 2063, East Africa Vision 2040, Plan for National Statistics Development. To identify and handle these user needs, Statistical operations employ baseline assessments, brainstorming workshops with consumers, biennial user satisfaction surveys and client charters to pinpoint gaps, while handling involves establishing multi-layers governance structures such as Statistics committee for oversight and Data Quality Assurance Teams for standardization and capacity building alongside open data portals, feedback mechanisms and partnerships to enhance dissemination, timeliness and usability through innovative technologies.

The demand for development data, fueled by rapid urbanization, global commitments and data revolution, imposes significant implications on the city's statistical operations including resource constraints from siloed systems and fragmented data leading to inefficiencies and eroded public trust, heightened pressure for real-time, disaggregated statistics that out spaces current capacities in staffing, funding and infrastructure, potential risks of data quality degradation or delays in decision making yet also opportunities for modernization through UBOS-led reforms, administrative data integration via the Community Information System, and evidence based governance to foster inclusive growth and investor attraction of resources.

The collected data is aggregated according to gender, age, location that is geographical and the timeliness of the collected data depends on some data elements are collected on a weekly basis, monthly and quarterly and annually depending on the data collection schedule. Data is needed to plan, monitor progress and report implementation of

development frameworks such as the CDP, NDP and the SDGs. However, the available data is not widely disseminated. The city currently disseminates data through meetings, workshops and printed annual reports. There is need to explore more dissemination channels. To better understand user data demands, city performance review meetings are occasionally conducted in the city.

In addition, the available data is marred with some quality issues which compromise its usability and therefore its demand. Other challenges facing users of the city statistics include; Some users lack skills to interpret the various indicators produced, delays in acquiring the needed statistics from the city, and the format of data produced is limited, does not meet the interest of all users.

Jinja city produces data on socio economic, demographic, infrastructure and governance aspects. At least every department generates and compiles statistics to inform operations of the city. The detailed list of the indicators currently produced at the city is presented in annex 1.

Whereas the city generates some data, there are demands that have not been met. Table 2.2 highlights some of the statistics that Jinja city demands but are not currently being produced, mainly because of inadequate funding and limited technical skills.

Table 2: 2 some of the statistics that Jinja city demands but are not currently being produced

S/N	Indicators/data/statistics not produced	Reasons for not producing it	Users that demand the statistics/ indicator
1.	HIV prevalence in the City	Lack of funds	Doctors and administrators
2.	Toilet coverage	It is very difficult to define household since facilities are shared	Administrators
3.	Number of eating points such as hotels	Lack of funds	UTB
4.	Dropout rate in schools	Lack of tracking mechanism	administrators

Source: *Assessment results of the state of statistics in JCC*

2.3.2 Statistical production

Most data is generated from service delivery point's ass routine or administrative records. The data are compiled to produce annual statistical abstract and other monthly, quarterly and annual progress reports from Heads of Departments.

Table 2: 3 Statistical products in Jinja City

SN	Names of Statistical Products	Frequency of Publication
1.	Annual Statistical Abstracts	Annually
2.	City Strategic Plan for statistics	5 years
3.	City Development Plan	5 yearly
4.	Inspection reports	quarterly
5.	Monitoring reports	Quarterly
6.	Council reports	Quarterly
7.	HMIS database	Monthly/quarterly/annually
8.	OVC Reports	Quarterly
9.	GBV Reports	Quarterly
10.	District Health Information System II	Weekly

Adaptation of New Data revolutions

The adaptation of new data revolutions of 2025 characterized by AI driven analytics, big data integration and ethical governance by embedding these innovations into its statistical operations through targeted strategies outlined in the DataCities project and Uganda's Digital Vision 2040, fostering resilient urban governance amid rapid urbanization, Central to this adaptation is the establishment of robust data governance frameworks such as the Statistics Committee and the Data Quality Assurance team already piloted, this will standardize processes, break down silos and ensure Data privacy in compliance to the Data Protection and Privacy Act 2019 whilst integrating AI tools like machine learning for revenue optimization.

Therefore, to harness big data, the city should prioritize infrastructure upgrades including cloud-based systems and NBI connectivity for real time statistical reporting alongside training programs in tools like SSPS, R, and QGIS for departmental staff, enabling predictive analytics for sectors like revenue, and private sector private sector development.

2.3.3 Gender Statistics production

Gender statistics are produced through a participatory bottom-up approach integrated into the National Statistical System (NSS) coordinated by Uganda Bureau of Statistics aligning with the National Priority Gender Equality Indicators (NPGEIs) and Sustainable Development Goals (SDGs) where data collection begins at the cell level via community wish lists and Ward action plans, aggregated through Division budget conferences to the City Technical Planning Committee meetings for validation and incorporation into the City Development Plan. Key sources include National censuses, sectoral management information systems such as HMIS for maternal health metrics for instance fertility rates of 4-5 children per woman and EMIS for enrollment disparities for example enrollment disparities like higher female primary enrollment, alongside administrative records from Ministries and Local gender focal persons who ensure sex-disaggregation across themes like education parity (targeting 80% transition rates), economic participation (63% female in low-capital agriculture) and social protection coverage (15% baseline for vulnerable women).

Production involves standardizing methodologies per UBOS guidelines engendering survey instruments with modules on time- use and gender-based violence, conducting quarterly analysis via the technical planning committee's reports and addressing gaps through special surveys or CSOs collaborations while challenges like limited staffing, funding shortages and cultural biases are mitigated via capacity-building workshops and gender committees at city level. Dissemination occurs through sector-specific profiles, annual statistical abstracts among others.

2.3.5 Data Management Systems

Data collection at health facilities is done using the ICT especially in the ART clinics in high volume health facilities such as Health Center IIIs and HC IVs and HCIIIs and above

under a system known as HMIS. Although the data collection system has been developed, some health facilities aren't connected to the internet and cannot relay information very fast which then affects our normalcy in developing the regularly updating our data sets to provide real time data.

The collected data is entered in the various data management information systems in the various departments

2.3.6 Data quality mechanism

Data quality is measured along the standard data quality dimensions of relevance, accuracy and reliability. Prerequisites, integrity, methodological soundness; interpretability; timeliness; serviceability; gender responsiveness; and comparability

Standards and manuals used in data management are given by the line ministries and implementing partners, however they are not specific for statistical quality assurance. However, the city is guided by different mechanisms available to ensure quality data production and they include:

Use of standard manuals, internal data quality control teams, census, questionnaires and data review, the following manuals/guidelines are used; Uganda Road Fund Manual, Ministry of works and Transport Road Maintenance manuals, Health information systems and procedural manual.

In preparation of this plan, departments were ranked on a scale of 2.0- 3.5 where 3.0- 3.5 is acceptable, 2.0-2.9 is questionable. Overall, of the Prerequisites (statistical law, staff level and expertise, infrastructure, organizational focus on data quality) is ranked 2.7 implying that such an area measure of quality were found to be questionable as shown in table 6. Assessment Tool.

The quality of the data in Jinja city is at 3.2, meaning that it's generally acceptable. This is attributed to its relevance, integrity, interpretability and comparability. There is need for improvement in all areas, especially the prerequisites of data quality which involve knowledge and application of statistical laws and focus on data quality. The current mechanisms of ensuring the production of quality data include monitoring of data

collection and verification of data and review of reports which may not be adequate to address all quality assurance requirements.

Table 2: 4 Data dimensions ranking by departments

No.	Criteria	Rating	Implication
1.	Relevance	3.5	Acceptable
2.	Prerequisites (statistical law, staff level and expertise, infrastructure, organizational focus on data quality)	2.7	Questionable
3.	Integrity (independence of statistical operations, culture of professional and ethical standards)	3.3	Acceptable
4.	Methodological soundness (international/regional standards)	3.0	Acceptable
5.	Accuracy and reliability (source data adequacy, response monitoring, validation of administrative data, validation of intermediate and final output)	3.2	Acceptable
6.	Serviceability (user consultation, timeliness of statistical outputs, periodicity of statistical outputs, periodicity of statistical output)	3.2	Acceptable
7.	Accessibility (effectiveness of dissemination, updated metadata)	3.2	Acceptable
8.	Interpretability and comparability	3.7	Acceptable
9.	Gender responsiveness	3.5	Acceptable
Overall average		3.2	Acceptable

Source: Assessment results of the state of statistics in JCC

Despite the questionable quality of the data, some departments validate the data and ensure adherence to standards provided by line MDAs. Especially Health department participates in workshops organized by ministry of Health to review and assess the quality of data as well as Education that has school censuses that is coordinated by ministry of Education.

Table 2: 5 Mechanisms of ensuring data quality

Department	Mechanism to ensure production of quality data	Guidelines and standard manuals adhering to production of data	Process used to assess quality of data
Administration	Verification of data produced by officers besides the one handling	Constitution of Uganda Public service standing orders	Through data analysis and validation
CBS	Skills developed, access to computers and other equipment	There are guidelines for data quality and standards in OVC and GBV	Data quality and validation workshops
Education	The flow of the MOES reporting system is emphasized	A manual for statistical term data collection form is in place	The form is filled by the head teacher, who gives it to the division Town Clerk to verify, after which he/she submits the already filled forms to the coordinator at the department. The department then submits to the ministry of data entry.
Finance	Following the local governments financial and accounting regulations, 2007 The public finance management Act 2015 and the guidelines	The Public Finance Management Act 2015 and the public Finance Management Regulations The Local Governments Financial and Accounting regulations 2007	Through data analysis and validations
Health	The flow of MOH reporting system is emphasized Data review by facility in charge is encouraged to enable complete reports Teamwork at facility is encouraged Development of QI teams at both the city and facilities	MOH monitoring and evaluation strategic plan HMIS manual	Validation rules in the DHIS2 which are already input. At facility, sections/units heads make summaries for medical records assistants who in turn aggregate unit reports into the monthly reporting form and then submitted to the in charge for review and signing before submission to the next level
Internal audit	-	-	-
Natural resource	Nil	Nil	Nil

Planning	Validation of data	Compendium of concepts and definition from UBOS	Data collection, validation consolidation and sharing
Production	Have extension of staff who collect data, the senior assistant secretary verify the data before submission	Production and marketing grant guidelines	Hold meetings with different stakeholders' e.g. the LC one chairpersons where comparison can be made and City staff monitor and supervise the exercise.
Statutory bodies	-	-	-
Works and technical services	Each member is given a role and tasks that must be achieved and reports written	Road maintenance manuals Implementation guidelines from Uganda Road Fund	When staff collects data from field, the immediate supervisor verifies the data before the head of department also verifies for approval

2.4 SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis provides a structured framework to evaluate the internal and external factors impacting Jinja City's data dissemination and publicity mechanisms as developed under the DataCities program with ToroDev's Open Data Analytics (ODA) initiative. This section assesses the effectiveness of these mechanisms in promoting transparency, stakeholder engagement and data driven governance for revenue mobilization, tourism and urban development. This is through identifying key strengthens, addressing weaknesses, leveraging opportunities and mitigating threats. Below is a well stated table indicating the SWOT analysis made.

Table 2: 6 SWOT analysis of Jinja City

Strengths	Weaknesses
- Staff demonstrate a positive attitude towards work by staff - The Planning department has adequate computers in the Planning department for statistical activities	- Some staff, including members of the Statistical Committee have limited capacity in data management. - Inadequate mechanisms for data management and storage

- The City has an operational Website for data dissemination - There is adequate working space for staff - Competent staff are available to manage data and related activities - New innovations in data management such as Artificial Intelligence and advanced Data Analysis tools are available for adoption - Data collection tools such as tablets provided by UBOS, are available to support field activities.	- Lack of reliable internet connectivity across departments - Absence of a Centralized data base for storing and accessing city data. - Limited dissemination channels for sharing data and statistical information. - Lack of harmonized data collection tools across departments - Delays in submission of primary data from some departments - Limited appreciation and integration of gender- disaggregated data - Low utilization of statistics in planning and decision-making by some heads of department.
Opportunities	Threats
- Availability of external financial support through grants and development partners - Integration of Monitoring and Evaluation in the data production process - Emerging contemporary mechanisms on data management including Artificial intelligence and advanced analytical tools. - Opportunities on global collaboration with partners such as DataCities, UBOS, World Bank etc. - Increasing availability and use of real-time data. - Regular public engagements through stakeholder meetings and development partner forums. - Growing emphasis on data-driven investment and planning.	- Rising data privacy concerns and increased scrutiny over data protection. - Risks of Misinformation and misuse data - Possible funding cuts affecting statistical activities - Political interference, particularly during data collection exercises. - Existence of multiple, unharmonized reporting mechanisms. - Lack of reliable data backup systems. - Bureaucratic tendencies that slow down data management processes.

2.5 Challenges, Risks and Mitigation Measures

Challenges	Risks	Mitigation Measures
• Inadequate funding to support statistical activities. • Limited staff capacity and skills in data management. • Absence of a central database for storing and accessing city data. • Insufficient transport facilities to support data collection and other statistical activities. • Delayed submission of primary data by departments and data users. • Limited availability of software and equipment for data management. • Inadequate data collection tools. • Low prioritization of statistical activities across departments. • Lack of an integrated system for managing data across the city. • Limited appreciation and integration of gender considerations in the production and management of statistics.	• Funding gaps that may hinder regular data updates. • Limited accessibility of data by most stakeholders. • Rising training costs for newly recruited staff. • Risk of producing low-quality statistics due to inadequate skills or resources. • Increased operational expenses resulting from delays in completing tasks. • Insufficient staff capacity to effectively handle statistical activities.	• Increase funding for statistical production • Increase data dissemination channels for all stakeholders to have access to data. • Recruitment of staff with skills in data production • Empowering the Statistical Committee with new data revolutionary methods to check the quality of statistics before they are approved. • Recruitment of additional staff to handle statistical production

2.6 Priorities over the next five years

- Establish regular data dissemination forums to enhance transparency and access to information.
- Conduct periodic data user workshops to build capacity and promote data use among stakeholders.
- Produce regular statistical publications to share key findings and trends.
- Strengthen collaboration with UBOS and development partners such as DataCities.

- Enhance data systems and production by ensuring the availability of primary data collection tools and continuous capacity building for data teams.
- Regularly update existing datasets to ensure timeliness and accuracy.
- Promote advanced data analysis and innovation mechanisms to improve evidence generation.
- Uphold data privacy, security, and ethical standards in all data processes.
- Strengthen the functionality and effectiveness of the City Statistical Committee.
- Develop and operationalize a centralized city database to serve as a one-stop center for statistics.
- Implement continuous monitoring and evaluation of data production processes to ensure quality improvement.

CHAPTER 3

STRATEGIC FRAMEWORK

Introduction

This chapter presents the vision, mission, strategic goals, culture and core values that will guide statistical production in Jinja City over the next five years.

It aligns with the Fourth Plan for National Statistical Development (PNSD IV) and the fourth National Development Plan (NDP IV).

3.1 Vision and Mission

The Strategic direction of PNSD IV focuses on enhancing the national statistical system to effectively support the implementation of NDP IV and other national, regional and international commitments. It emphasizes the generation of robust, timely and reliable statistical data to inform and monitor development priorities, fostering a culture of evidence-based planning and decision making.

Vision:	A world-class Jinja City Statistical System
Mission:	To provide quality statistics and Statistical services that support development processes.
Culture:	A culture rooted in robust, evidence-based, participatory, collaborative, and decentralized statistical production; characterized by user-focused dissemination, creativity, transparency, and inclusiveness to drive sustainable and equitable urban development.
Core Values:	Professionalism: Jinja City commits to adhering to both international and national standards for data collection, analysis, and dissemination. The City will ensure that statistics produced are reliable and can be integrated into the national statistical system.

	Integrity: Throughout the entire data lifecycle—from collection to dissemination—the City will uphold honesty, ethical conduct, and accountability, ensuring credibility and trust in all statistical outputs. Mutual Respect: Every participant in the statistical value chain, from data providers to end-users, will be valued and treated with dignity, recognizing the diversity and inclusivity of Jinja City’s growing urban community. Teamwork: this is fundamental for Jinja City's statistical production because the city's issues are cross-cutting Inter-departmental. User orientation: The City will remain responsive to user needs by engaging regularly with policymakers, planners, researchers, and the public to ensure that statistics produced are relevant, accessible, and understandable. Feedback mechanisms will be institutionalized to continuously improve data products and services.
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3.2 Strategic Goal

A demand driven Jinja City Statistical System that supports development.

3.3 Strategic Objectives

SO1: Strengthen systems for data production and development

SO2: Enhance dissemination, uptake and use of statistics

SO3: Enhance human resource capacity for statistics production in the City.

SO4: Strengthen Coordination, Cooperation and Partnerships for statistics production

A detailed description of these strategic objectives and their alignment with Jinja City’s core functions is provided in Chapter Four.

CHAPTER 4

STRATEGY FOR IMPROVING STATISTICAL PRODUCTION AND DEVELOPMENT

4.1 Introduction

This strategy establishes the framework for transforming Jinja City's statistical production. By embracing the principles of the PNSD, Jinja can move towards becoming a data-driven city, ensuring its development plans are based on robust evidence and reflect the needs of its growing population. This strategy will enable Jinja to leverage its unique urban context to produce valuable statistics that support equitable, sustainable, and inclusive growth.

The strategies, goals and actions shall be implemented over the five years (2025/2026-2029/2030) to achieve the City's Vision and Mission in statistical production, management and use. It outlines a multi-pronged approach for Jinja City to improve its statistical production and development.

4.1.1 Strategic Objective 1: Strengthen systems for data production & development

Key Issues

- Inadequate data infrastructure, including unreliable internet and limited ICT tools.
- Lack of centralized or interoperable databases resulting in poor data accessibility.
- Poor data quality and weak quality-assurance mechanisms.
- Limited data governance, security, and trust frameworks.
- Low political will and resistance to adopting digital data systems.

Strategic Interventions and Activities

Strategic Interventions	Specific Activities
Develop and operationalize a centralized City Database and Management Information System (MIS).	• Conduct an infrastructure and data inventory assessment. • Develop and deploy the City Statistical Database.

	• Train staff in system use and maintenance.
Establish clear data governance, privacy, and quality assurance frameworks.	• Develop and implement a Data Governance and Quality Assurance Framework. • Form a Data Quality Team for regular validation and review.
Strengthen digital infrastructure to support real-time data collection and analysis.	• Procure ICT equipment and ensure stable internet connectivity. • Introduce digital data collection tools (e.g., tablets, mobile apps).
Integrate and harmonize departmental data systems for interoperability.	• Map existing systems and establish interoperability protocols. • Develop data integration APIs between departments.
Enhance administrative data systems to align with national standards.	• Review administrative data forms for alignment with UBOS standards. • Conduct departmental training on standardized templates.

4.1.2 Strategic Objective 2: Enhance dissemination, uptake and use of statistics

Key Issues

Dissemination and Accessibility

- Statistics are not presented in simple, user-friendly formats for wider audiences.
- Reliance on traditional dissemination channels with limited reach.
- Delays in publishing statistical reports reduce timeliness and usefulness.
- Limited data discoverability and awareness of available information.

Uptake and Use

- Low data literacy among policymakers, journalists, and the public.
- Mistrust, politicization, and perceived lack of credibility of official statistics.
- Limited user engagement during data production and dissemination processes.
- Weak feedback mechanisms and poor alignment of statistical outputs to user needs.
- Cultural and political barriers limiting evidence-based decision-making.

Quality and Ethics

- Inconsistent methodologies and classifications reduce comparability.
- Data quality and integrity issues due to errors or bias.
- Emerging ethical and privacy concerns data collection and use.

Strategic Interventions and Activities

Strategic Interventions	Specific Activities
Strengthen communication and dissemination frameworks for statistical outputs.	• Produce simplified reports, fact sheets, and infographics. • Develop a dissemination schedule and checklist for all departments.
Improve accessibility, timeliness, and relevance of statistical products.	• Establish a City Data Portal and open-data interface. • Publish quarterly and annual statistical bulletins.
Enhance user engagement and establish feedback mechanisms.	• Conduct user feedback surveys and data-use assessments. • Organize quarterly dissemination forums.

Promote data literacy and build the capacity of data users.	• Hold training workshops for policymakers, journalists, and CSOs. • Produce simple guides on interpreting and using statistics.
Develop and manage online/offline data dissemination platforms.	• Create departmental noticeboards for local dissemination. • Disseminate through radio talk shows, community meetings, and city forums.
Promote transparency and trust in data as a public good.	• Organize annual “City Data Week.” • Develop ethical and communication guidelines for data presentation.

4.1.3 Strategic Objective 3: Enhance human resource capacity for statistics production in the city

Key Issues

- Inadequate technical skills in data analysis, interpretation, and emerging technologies.
- Limited manpower and expertise for data management at city and lower administrative levels.
- Weak organizational culture that undervalues data use and evidence-based decision-making.
- Low statistical literacy and limited appreciation of data among political and administrative leaders.
- Limited opportunities for professional development and peer learning.

Strategic Interventions and Activities

Strategic Interventions	Specific Activities
Develop and implement a structured capacity-building program for city and division-level staff.	• Conduct refresher training for City Statistical Committee members. • Train staff in modern data analysis tools (Excel, SPSS, Power BI, GIS, AI).
Establish a dedicated statistics coordination unit within the City Administration.	• Create a statistics unit under the Planning Department. • Develop job descriptions and assign qualified staff.
Strengthen partnerships with MDAs, UBOS, and academic institutions for technical assistance and training.	• Participate in national and regional statistics forums. • Host joint capacity-building workshops with UBOS and universities.
Promote a culture of data-driven decision-making through sensitization and advocacy.	• Conduct sensitization sessions for political and administrative leaders. • Develop communication materials demonstrating the value of statistics in city management.
Introduce mentorship, peer learning, and knowledge-exchange mechanisms for statisticians.	• Establish a mentorship program pairing senior and junior officers. • Facilitate internal learning sessions (“data clinics”) for staff.

4.1.4 Strengthen coordination, cooperation and partnerships for statistics production

Key Issues

- Governance and institutional gaps that limit coordination of statistical activities.
- Differing departmental interests and lack of unified direction in data production.
- Weak communication, engagement, and information-sharing among departments and stakeholders.
- Absence of clear coordination frameworks leading to duplication of effort.
- Limited advocacy and collaboration mechanisms with external partners.

Strategic Interventions and Activities

Strategic Interventions	Specific Activities
Establish and operationalize a coordination framework for the City Statistical System.	• Develop and implement a City Statistical Coordination Framework. • Designate data focal persons at departmental and divisional levels. • Harmonize data production and reporting methods.
Strengthen collaboration and partnerships with stakeholders, including UBOS, development partners, and civil society.	• Convene quarterly stakeholder coordination and data-sharing meetings. • Develop Memoranda of Understanding (MoUs) with key partners such as UBOS and DataCities. • Participate in inter-agency coordination forums.
Promote statistical advocacy and awareness within the City administration.	• Conduct awareness sessions for City leadership on the importance of evidence-based planning. • Produce advocacy materials (briefs, flyers) on the City Statistical System.
Enhance institutional governance and accountability for statistical functions.	• Review and clarify roles and responsibilities of the City Statistical Committee. • Develop reporting and performance-tracking mechanisms for statistics.

Mobilize and coordinate resources for statistical development.	• Prepare resource mobilization proposals for statistical initiatives. • Engage development partners for funding and technical assistance.
Integrate gender and other cross-cutting issues (human rights, environment, HIV/AIDS) in data coordination processes.	• Develop gender-responsive data coordination guidelines. • Train staff on integrating cross-cutting issues in statistical work.

CHAPTER 5

FINANCING PLAN

5.1 Introduction

This section provides for the financing plan for statistical production outlining how the statistical office will secure and manage the resources needed to produce high-quality, relevant, and timely data. The plan is a critical section and a critical strategy for the Development of Statistics, ensuring the sustainability of data collection and management.

It will outline how resources are to be mobilized from various sources, including the government, donors, the private sector, and other partners to be able to produce data for evidence-based decision-making.

It's Important to have a strong financing plan because a robust and sustainable financing plan is essential for a national statistical system for several reasons:

- **Reduces dependency:** Moves away from a donor-dependent model, which can be unstable and unpredictable, towards a more resilient and nationally owned system. This will reduce the risk of external dependency in case of suspension of donor-funded programs.
- **Aligns with national priorities:** Ensures that statistical activities are strategically focused on a Local Government's specific development frameworks, such City Development Plan IV, Revenue Enhancement Plan, National Development Plan IV, Plan for National Statistics Development, Africa Agenda 2063 etc.
- **Enhances quality and timeliness:** Predictable funding allows the Statistical unit to plan long-term projects, invest in modern technology, and produce high-quality data on a regular schedule.
- **Increases efficiency:** By streamlining coordination and encouraging multi-year funding, a good plan allows for more efficient use of resources and reduces administrative overhead.

5.2 Cost of the Plan

Produce an annualised budget by strategic objective and activities for the five-year period **(See Annex 3)**.

5.3 Financing the Plan

This will be funded through a combination of local government resources and external support from development partners. This approach will be structured around the Plan for National Statistical Development (PNSD).

Here is an elaboration of how such a plan is funded over a strategic period:

1. Domestic financing /Domestic Revenue (own revenue)

A strong, sustained commitment from the national government is the foundation of a resilient statistical system. The main sources of domestic funding include:

- **Prioritization of National Statistical Needs:** Bodies like the National Planning Authority (NPA) and the Ministry of Finance, Planning, and Economic Development (MoFPED) work with UBOS to align statistical priorities with the National Development Plan (NDP). This ensures that key statistical outputs are prioritized for domestic funding. But also in the City Budget, some allocations are made to statistical data production which are funded mainly using Local Revenue.
- 2. **Treasury (Government of Uganda):** The central government allocates funds to the Uganda Bureau of Statistics (UBOS) and other Ministries, Departments, and Agencies (MDAs) to carry out specific statistical activities outlined in their respective Strategic Plans for Statistics (SPSs). This is normally realized through statistical capacity building workshops and Local government surveys.

3. Donor support.

Development Partner Support: International donors and multilateral organizations such as the DataCities, UN agencies like UN Global Pulse, and others provide financial support often through capacity building workshops, developing software for data collection among others.

4. Continuous resource mobilization

Financing is not a one-off event but an ongoing process.

- **Advocacy:** National statistical offices continuously advocate for the value of official statistics to policymakers, the public, and donors to secure a long-term funding commitment.
- **Regular Reporting:** By regularly reporting on progress and outcomes, the statistical system can build trust and demonstrate the value of its work, which helps justify continued funding.
- **National Ownership:** The focus is shifting from donor-driven projects to a country-led, system-strengthening approach, with statistical plans rooted in national development priorities. This model builds greater national buy-in and ownership, making funding more resilient.

CHAPTER 6

IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

This chapter provides for the implementation mechanisms of the Strategic Plan for Statistics IV and Monitoring and Evaluation arrangements during the implementation stages.

6.2 Implementation mechanisms

Institutional arrangements which exist for the implementation of the SPS.

Jinja City's strategic plan for statistics aligns with the Plan for National Statistics Development IV (FY 2025/2026- 2029/2030) under Uganda Bureau of Statistics (UBOS) which integrates to national and local frameworks to ensure evidence-based planning. UBOS provides an oversight, technical support and capacity building for instance on community data collection tools training. Details of these are shown on the table;

Table showing Institutional arrangements bearing structure/ role and departments

No	Institutional Structure/ Department	Role
1	Uganda Bureau of Statistics (UBOS)	- Oversight on the data production process - Technical support on data production process such data collection, data collection tools, etc. - Capacity building on data management
2	Jinja City Executive Committee	- Approves data packages produced - Oversight on whether local frameworks have been integrated - Guides the Statistical Committee on the interests of the political section.
3	Jinja City Statistical Committee	- Ensuring all the data production processes are adhered to.

		- Ensures production, coordination and utilization of high-quality standardized data aligned with HLG Strategic Plan for Statistics. - Identification of local data needs. - Quarterly monitoring and evaluation of statistical data production activities.
4	Jinja City Data Quality Assurance Committee	- Data validation - Enforcing Uganda's Statistical Standards - Conducting quality statistical audits - Data verification such as administrative data - Provide feedback to the Statistical Committee
5	Development Partners and the Public- Private Partners	- Capacity building on data management - External financing for some programs - Offering digital platforms for data production - Advocate for data driven policy making in key areas
6	Engineering Department	- Provides administrative data on infrastructure - Collaboration with the City Statistical Committee and UBOS to ensure that data aligns with the National Statistical Standards. - Utilization that's statistical outputs to inform urban infrastructure planning during project implementation. - Monitoring that's through integrating engineering data into Jinja City's development frameworks
7	Planning, Projects and Grants	- Data production on different indicators like population, service delivery - Development of the Strategic Plan for Statistics

		- Alignment of the Development plan for statistics with local government frameworks like Jinja City Development Plan IV. - Utilization of statistical outputs during planning and budgeting processes across all local government structures. - Quarterly Monitoring and Evaluation to track progress on data driven decisions made.
8	Administration	- Generation of Administrative data especially with the Human Resource of the City. - Updating the City's registrar. - Checking the quality of Human Capital development.
9	Community Based Services	- Generation of data on the community demographics especially indicators on community lead activities like youth programs, gender initiatives and welfare. - Utilization of statistical outputs like poverty indices and community information system at Ward level.
10	Natural Resource and Environment	- Data production environmental aspects such as land, water resources and climate patterns.
11	Education department	- Data collection on administrative data like school enrolments, teacher distribution, infrastructure and education outcomes. - Utilization of statistical outputs like literacy rates or dropout rates.
12	Finance Department	- Integrates different revenue systems such as Elogrev with IFMIS

		- Utilization of revenue data to inform planning
13	Trade, Industry and Local Economic Development	- Generation of administrative data on business registers, market trends, trade volumes and local economic indicators. - Utilization of data indicators whilst aligning them with the Ministry of Trade.
14	Public Health	- Generation of administrative data on all public health indicators as derived from the DHIS II.

6.3 Monitoring and Evaluation

Monitoring and Evaluation is an integral to the achievement of the Strategic Plan for Statistics for Jinja City as it provides a platform to track progress and ensures alignment of the SPS to both its goals but also those that are highlighted in the National frameworks, its enables data driven decision making through analysing performance indicators, facilitates resource optimization and accountability, supports adaptation on the contemporary needs like AI which improves on the methods of data production for instance use of new data analysis tools like Python, R which leads to better methods of data dissemination and data visualization.

However, these activities will face the following challenges;

- Limited financial resources
- Inadequate technical capacity to implement some of the staff to implement the monitoring and evaluation tool.
- Data gaps and Quality issues for instance departments and other key stakeholders providing incomplete, outdated or inconsistent data.
- Technological and infrastructural barriers for instance limited access to modern data management tools, software or reliable internet.

Strategies to address the above challenges

- Sourcing for development partners to offer financial support towards the statistical budget which would consolidate on the local revenues provided by the government.
- Building technical capacity especially with data collection tools, training programs for the members of the statistical committee with collaboration with UBOS, Development partners and learning institutions.
- Improving data quality and addressing gaps for instance establishing data driven collection tools, conducting surveys through the data quality assurance team to validate data sets.
- Enhancing stakeholder collaboration that's through the statistical committee involving UBOS, Local government, MDAs, private sector, community leaders among others.
- Upgrading the technological infrastructures for instance investing in affordable, scalable data management tools.

6.3.1 Monitoring

The Logical framework provides for the objectives and activities on which the SPS is hinged to, objectively verifiable indicators which indicate the measures on which the activities will be achieved, the data sources and risks and assumptions involved in achieving the objective.

6.3.2 Evaluation

The logical framework will be the major tool for evaluation, final evaluation will be done using quarterly, midterm and annual reviews and reports will be generated compiled. The Statistical committee will undertake the evaluation which will determine the progress tracked and compliance to the PSND IV.

6.3.3 Reporting arrangements

The Strategic Plan for Statistics is developed to bolster data governance and evidence-based urban planning while being aligned to the National development frameworks such as Uganda's Vision 2040, National Development Plan IV among others. The progress reporting mainly focuses on real-time monitoring through monthly data collection from

administrative logs, field inspections, citizen generated data, NGOs and CSO partners. The departments in the city aggregate information using tools and systems that are developed for their respective departments which is then fed into a centralized database for dashboards mainly using the Statistical Abstract which is then submitted to council enabling decisions to be made while addressing the threats and weaknesses raised in the SWOT Analysis. Externally quarterly and annual submissions align with national frameworks for instance UBOS for standardized indicators on demography, NDP IV for Urbanization and economic transformation via MOFPED's PBS through disaggregated urban data service and National priority Gender Equality Indicators for equity in Women supported reviews. This structure informed by the PNSD IV and Vision 2040 these in relation will promote accountability, resource mobilization and data-driven culture while mitigating challenges such as underfunding through harmonized platforms and feedback loops, positioning Jinja City for resilient, equitable growth by 2040.

ANNEXES

Annex 1: Jinja City Data production schedule

Data/Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds (NSI, SDGs, Africa Agenda 2063, EAC Vision 2050, NDP IV, CDP IV, PIAPs, etc.	Data Source (Administrative, Surveys, Census	Level of disaggregation (Sex, Age, Geography, Rural-Urban, Disability, wealth quintile, region, National...)	Frequency of production (monthly, quarterly, annually, 3 years, 5yrs, 10yrs ...)	Level of demand (Low, Medium, High)	Users of the indicator/statistics	Dissemination Channel
Administration								
Staff and Pensioners	Percentage of Staff and Pensioners paid in time	NDP IV and CDP IV	Administrative Data	Sex	Monthly	High	LG	Payroll
Submissions made to CSC	Number of submissions made to CSC	NDP IV and CDP IV	Administrative Data	City	Quarterly	Medium	LG	Report
Positions filled	Percentage of vacant positions filled	NDP IV and CDP IV	Administrative Data	City	Annually	High	LG	Staff List
Mentoring and Coaching sessions	Number of mentoring and coaching sessions conducted	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	Medium	LG	Reports
Procurement Plan	Annual Procurement Plan in Place	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG	Procurement Plan

Contracts	Number of Contracts signed	NDP IV and CDP IV	Administrative Data	City	Annual	High	LG	Contracts Register
Rewards and Sanctions	No. of rewards and sanctions meetings conducted	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	Medium	LG	Minutes
PBS Submission Reports	No. of quarterly PBS reports submitted in time	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG & MDA	Reports
Monitoring and supervision visits	No. of Monitoring and supervision visits	NDP IV and CDP IV	Administrative Data	City	Quarterly	Medium	LG	Reports
Monitoring reports	No. of monitoring reports produced and submitted	NDP IV and CDP IV	Administrative Data	City	Quarterly	Medium	LG	Reports
Staffs Appraised	Percentage of staff appraised	NDP IV and CDP IV	Administrative Data	City Division	Bi-annual	High	LG	Reports
Publications produced and disseminated	Number of publications produced and disseminated	NDP IV and CDP IV	Administrative Data	City Division	Annually	Medium	LG	Publications
Civil marriages solemnized	Number of Civil marriages solemnized	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	Low	LG & MDAs	Marriage Register
National functions celebrated	Number of national functions celebrated	NDP IV and CDP IV	Administrative Data	City	Annually	High	LG	Reports
Court Cases	Number of Court Cases followed up	NDP IV and CDP IV	Administrative Data	City	Quarterly	High	LG, MDAs	Reports

Client Charter	Updated client charter in place and Disseminated	NDP IV and CDP IV	Administrative Data	City	5 years	Low	LG, MDAs	Client Charter
Education								
Pupils/Students Enrolled	No. of Pupils/Students Enrolled	NDP IV and CDP IV and Vision 2050	Census Administrative Data	School	Monthly Termly Annually	High	MOES, LG, Partners	CDP, Report
No. of Teachers	No. of Teachers	NDP IV and CDP IV	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
Attendance Rate	Teacher Attendance Rate	NDP IV and CDP IV	Administrative Data	School	Termly	High	MoES, LG, Partners	Report
Pupils/Students' Dropouts	Dropouts Rates	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
OVCs	No. of OVCs	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
SNE Pupils	No. of SNE Pupils	NDP IV and CDP IV, Vision 2050 and SDGs	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
No. of Pupils passing	Pass Rate	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Students Performance	Performance Index	NDP IV, Vision 2050 and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	Report
Students' Transition	Transition Rate	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	Report

Annex 2: Logical Framework

Student Survival Rate	Survival Rate	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	Report
Students Completed Schooling	Completion Rate	NDP IV, CDP IV, Vision 2050 And SDGs	Administrative Data	School	Annually	High	MOES, LG, Partners	Report
Enrolment Rate (ER)	Net Enrolment Rate (NER)	NDP IV, Vision 2050 and CDP IV	Administrative Data	City	Annually	High	MOES, LG, Partners	Report
Gross Enrolment	Gross Enrolment Ratio (GER)	NDP IV, Vision 2050 and CDP IV	Administrative Data	City	Annually	High	MOES, LG, Partners	Report
Intake Ratio	Net Intake Ratio (NIR)	NDP IV and CDP IV	Administrative Data	City	Annually	High	MOES, LG, Partners	Report
Attendance Rate	Learners Attendance Rate	NDP IV and CDP IV	Administrative Data	City	Termly	High	MOES, LG, Partners	Report
Teacher Attrition Rate	Attrition Rate	NDP IV and CDP IV	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
Pupil Teacher Ratio (PTR)	Pupil Teacher Ratio (PTR)	NDP IV and CDP IV	Administrative Data	City	Annually	High	MOES, LG, Partners	CDP, Report
Classrooms	Number of Classrooms	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Pupil Classroom Ratio (PCR)	Pupil Classroom Ratio (PCR)	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Stances	Number of Stances	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report

Desks	Number of Desks	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Pupil Desk Ratio (PDR)	Pupil Desk Ratio (PDR)	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Teacher Houses	Number of Teacher Houses	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Teacher House Ration (THR)	Teacher House Ratio (THR)	NDP IV and CDP IV	Administrative Data	School	Annually	High	MOES, LG, Partners	CDP, Report
Inspections	Number of Inspections	NDP IV and CDP IV	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
Pupil Book Ration	Pupil Book ratio	NDP IV and CDP IV	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
ECD Centres	No. of ECD Centers	NDP IV and CDP IV	Administrative Data	City	Termly	High	MOES, LG, Partners	Report
ECD Enrolment	ECD Enrolment	NDP IV CDP IV and SDGs	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
Schools feeding Pupils	No. of Schools feeding Pupils	NDP IV and CDP IV	Administrative Data	School	Termly	High	MOES, LG, Partners	Report
Community Based Services								
FAL Learners	No. of FAL Learners trained	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High Medium High	MGLSD, LG Development Partners	Reports
Juvenile Children	No. of Juvenile Children settled	NDP IV and CDP IV	Administrative Data, Court	City	Quarterly	High	MGLSD, LG Development Partners	Reports

Supported Youth Groups	No. of Youth Groups supported	NDP IV and CDP IV	Administrative Data	City Division	Annually	High	MGLSD, LG Development Partners	Reports
Supported PWD Groups	No. of PWD Groups supported	NDP IV and CDP IV and SDGs	Administrative Data	City	Quarterly	High Medium Medium	MGLSD, LG Development Partners	Reports
No. of CBO/NGOs registered and monitored	No. of CBO/NGOs registered and monitored	NDP IV and CDP IV	Administrative Data	City	Quarterly	Medium	MGLSD, LG Development Partners	Reports
OVC Served	No. of OVC Served	NDP IV and CDP IV	Administrative Data	City	Quarterly	High	MGLSD, LG Development Partners	Reports
Labour disputes settled	No. of Labor disputes settled	NDP IV and CDP IV	Administrative Data	City	Quarterly	High	MGLSD, LG Development Partners	Reports
GBV cases handled	No. of GBV cases handled	NDP IV, NSI, Africa Agenda 2063, CDP IV and SDGs	Administrative Data	City	Quarterly	High	MGLSD, LG Development Partners	Reports
Workplaces inspected	No. of workplaces inspected	NDP IV and CDP IV	Administrative Data	City	Quarterly	High	MGLSD, LG Development Partners	Reports
Internal Audit								

Financial accountability and quality of reporting	Level of financial accountability and quality of reporting	NDP IV and CDP IV	Administrative (financial document)	City	Quarterly	High	LG & MDAs	Report
Irregular procurements	% of irregular procurements (e.g. unadvertised procurements)	NDP IV and CDP IV	Administrative data (Procurement document)	City	Quarterly	High	LG & MDAs	Report
Verification of deliveries and entire value chain	No. of verification of deliveries and entire value chain	NDP IV and CDP IV	Administrative Data	City	Quarterly	High	LG & MDAs	Report
Payroll and recruitment irregularities	Extent of Payroll and recruitment irregularities	NDP IV and CDP IV	Administrative Data (HRM documents)	City	Quarterly	High	LG & MDAs	Report
Impassable feeder roads worked on against budgeted.	% of impassable feeder roads worked on against budgeted	NDP IV and CDP IV	Administrative Data works, work plans)	City	Quarterly	High	LG & MDAs	Report
Vaccinated children against budgeted.	No. of vaccinated children against budgeted	NDP IV, SDGs and CDP IV	Administrative Data	City	Quarterly	High	LG & MDAs	Report
Planning, Projects and Grants								
City Development Plan	Existence of the five (5) year City Development Plan	NDP IV and CDP IV	Abstract, Administrative Data	City Division/Town Councils	Five (5) years and annual	High	MDA, LG, Development Partners	CDP, Website

TPC Minutes	No. of TPC Minutes/sets produced, discussed and action points implemented	NDP IV and CDP IV	Administrative Data	City Division/Town Councils	Monthly	High	MDA, LG Development Partners	Files
Monitoring Reports	No. of monitoring reports produced, discussed and action points implemented	NDP IV and CDP IV	Administrative Data	City Division/Town Councils	Quarterly	High	MDA, LG Development Partners	Reports
Quarterly Performance Reports	No. of Quarterly performance reports produced and submitted to line Ministries/Council	NDP IV and CDP IV	Administrative Data	City Division/Town Council	Annual	High	MDA, LG Development Partners	Reports
City Statistical Abstract	Existence of the City Statistical Abstract	NDP IV and CDP IV	Administrative Data, Surveys, Sector Reports	City Division/Town Councils	Annual	High	MDA, LG Development Partners	Reports
Quarterly Annual Work Plans	Existence of the quarterly and Annual Work Plans	NDP IV and CDP IV	Administrative Data	City Division/Town Councils	Annual and quarterly	High	MDA, LG Development Partners	Reports
Mentoring reports produced	No. of Mentoring reports produced, and action points implemented	NDP IV and CDP IV	Administrative Data	City Division/Town Councils	Quarterly	High	MDA, LG Development Partners	Reports
Internal Assessment Report	Existence of Internal Assessment Report discussed, and	NDP IV and CDP IV	Administrative Data	City Division/Town Councils	Annual	High	MDA, LG Development Partners	Reports

	action points implemented							
BFP and Performance Contracts	Existence of the BFP and Performance Contracts	NDP IV and CDP IV	Administrative Data	City	Annual	High	MDA, LG Development Partners	Reports
Production and Marketing								
Staff recruited and disaggregated by sex	No. of Staff recruited and disaggregated by sex	NDP IV and CDP IV	Administrative Data	City	Annually	High	LG, MDA	Report
Reports compiled and submitted to the Ministry	No. of reports compiled and submitted to the Ministry	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA, Development Partners	Report
Departmental Meetings	No. of Departmental Meetings held	NDP IV and CDP IV	Administrative Data	City Division	Monthly	High	LG, MDA	Report
Technical backstopping and monitoring visits	No. of technical backstopping and monitoring visits	NDP IV and CDP IV	Administrative Data	City Division	Monthly	High	LG, MDA	Report
Plans and Budgets	No. of plans and budgets	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report, CDP
Farmers receiving advisory services on crop	No. of farmers receiving advisory services on crop	NDP IV and CDP IV	Administrative Data	City Division	Monthly	High	LG, MDA	Report

Acres planted for the major crop enterprises	No. of acres planted for the major crop enterprises	NDP IV and CDP IV	Administrative Data	City Division	Biannual	High	LG, MDA	Report CDP
Crop Yield	Estimated Crop Yield	NDP IV and CDP IV	Administrative Data	City Division	Biannual	High	LG, MDA	Report CDP
Farmers adopting modern crop production technologies	No. of farmers adopting modern crop production technologies	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report CDP
Crop pests and Diseases	Incidence of Crop Pests and Diseases	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Farmers practicing bulk marketing	No. of farmers practicing bulk marketing	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report, CDP
Farmers adopting recommended post-harvest handling	No. of farmers adopting recommended post-harvest handling	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report, CDP
Households that are food secure	No. of Households that are food secure	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Livestock								
Livestock by category owned	Number of livestock by category owned	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report, CDP
Farmers receiving livestock	No. of farmers receiving livestock extension services	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report

extension services								
Animals vaccinated by type	No. of animals vaccinated by type	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Livestock slaughtered by category	No. of livestock slaughtered by category	NDP IV and CDP IV	Administrative Data	City Division	Monthly	High	LG, MDA	Report
Disease surveillance conducted	No. of Disease surveillance conducted	NDP IV, SDGs and CDP IV	Administrative data	City Division	Monthly	High	LG, MDA	Report
Private animal service Providers	No. of private animal service Providers	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Artificial Insemination Service Providers	No. of Artificial Insemination Service Providers	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Slaughter Structures	No. of slaughter structures	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Functional Valley dams/valley tanks	No. of functional valley dams/valley tanks	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Cattle crashes/spray races/DIPS	No. of cattle crashes/spray races/DIPS	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report

Trade, Industry and Local Economic Development								
Functional SACCOs	No. of functional SACCOs	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Producer Cooperatives	No. of Producer Cooperatives	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Cooperatives accessing credit finance	No. of Cooperatives accessing credit finance	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Market Surveys conducted	No. of Market Surveys Conducted	NDP IV and CDP IV	Administrative Data	City Division	Quarterly	High	LG, MDA	Report
Cooperatives registered with UNBS	No. of Cooperatives registered with UNBS	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Tourism sites identified and developed	No. of tourism sites identified and developed	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Tourists	No. of Tourists	NDP IV and CDP IV	Administrative Data	City Division	Annual	High	LG, MDA	Report
Works and Technical Services								
Total City Road Network in Length.	Total City Road Network in Length.	NDP IV and CDP IV	Survey	City Division	Annually	High	LG, MoWT, URF, MoF	Report
Total City Road Network by surface type.	Total City Road Network by surface type	NDP IV and CDP IV	Survey	Per Road	Annually	High	LG, MoWT, URF, MoF	Report

Total City Road Network by surface conditions	Total City Road Network by surface conditions	NDP IV and CDP IV	Survey	Per Roads	Annually	High	LG, MoWT, URF, MoF	Report
Road Network by traffic volume.	Road Network by traffic volume.	NDP IV and CDP IV	Survey	Per Road	Annually	High	LG, MoWT, URF, MoF	Report
Number of Bridges	Number of Bridges	NDP IV and CDP IV	Survey	Per City Division	Annually	Medium	LG, MoWT, URF, MoF	Report
Number of Culvert Lines	Number of Culvert Lines	NDP IV and CDP IV	Survey	Per Road	Annually	High	LG, MoWT, URF, MoF	Report
Number of Bottle necks.	Number of Bottle necks.	NDP IV and CDP IV	Survey	Per City Division	Annually	Medium	LG, MoWT, URF, MoF	Report
Number of streetlights	Number of streetlights	NDP IV and CDP IV	Administrative	Urban	Annually	Medium	Urban Councils.	Report
Number of New Building Plans approved	Number of New Building Plans approved	NDP IV and CDP IV	Administrative	Per City	Annually	Medium	Local Councils (Urban Council, MoFED)	Reports
Number of Public Structures constructed/renovated	Number of Public Structures constructed/renovated	NDP IV and CDP IV	Administrative	Per City	Annually	High	MoLG, City Council, MoWT, MoHUD	Reports
Water								
People within 1.0km (rural) and 0.2km (urban) of	% of people within 1.0km (rural) and 0.2km (urban) of an	NDP IV and CDP IV	Census & Administrative Data	City Division	Quarterly and Annual	High	MWE, LGs, & Partners	Report

an improved water source	improved water source							
Improved water sources that are functional at the time of a spot-check	% of Improved water sources that are functional at the time of a spot-check	NDP IV and CDP IV	Administrative Data & Survey	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Water samples taken at the point of collection or discharge that comply with national standards	% of water samples taken at the point of collection or discharge that comply with national standards	NDP IV and CDP IV	Survey	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
City Division deviation from the City average in persons per improved water point (equity)	Mean of City Division deviation from the City average in persons per improved water point (equity)	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
People with access to (and use of) improved and basic latrines/toilets & Hand washing facilities	% of people with access to (and use of) improved and basic latrines/toilets & Hand washing facilities	NDP IV, CDP IV, Agenda 2063 and SDGs	Survey & Administrative Data	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Water and sanitation committees formed	% of water and sanitation committees formed, where at least one	NDP IV, CDP IV, Africa Agenda 2063 and SDGs	Survey	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report

	woman holds a key position							
New Customer connections	No. of new customer connections	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Sewerage Capacity Development installed	Volume of additional annual Sewage Capacity Development installed	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Field visit on operation efficiency of sewer system	No. of field visit on operation efficiency of sewer system	NDP IV and CDP IV	Administrative Data & Survey	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Repairs conducted	Number of repairs conducted	NDP IV and CDP IV	Survey	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Additional Capacity Development installed by type of water use (domestic, industrial and agricultural)	Volume of additional Capacity Development installed by type of water use (domestic, industrial and agricultural)	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly & Annually	High	MWE, LG, LLGs & Partners	Report
Water points connections	Number of new water points connections	NDP IV, SDGs and	Survey	City Division	Quarterly &	High	MWE, LG, LLGs & Partners	Report

		CDP IV			Annually			
Natural Resources								
Solid waste collection points	Number of solid waste collection points	NDP IV and SDGs	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Landfills	Number of Landfills	NDP IV and CDP IV	Survey	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Storm water drains functional	Length of storm water drains functional	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Solid waste disposal points	Number of solid waste disposal points in LG.	NDP IV, SDGs and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Number of abattoirs that meet specifications	Number of abattoirs that meet specifications	NDP IV and CDP IV	Administrative Data & Survey	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Abattoirs with disposable lagoons	Number of abattoirs with disposable lagoons	NDP IV and CDP IV	Survey	City Division	Quarterly	High	MWE, LGs, & Partners	Report
Dumping Sites	Number of dumping sites	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs, & Partners	Report

Tree Planting	Number of trees planted	NDP IV and CDP IV	Survey	City Division	Quarterly	High	MWE, LGs & Partners	Report
Licensed Charcoal Dealers	Number of Licensed Charcoal Dealers	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs & Partners	Report
Forest Estate Gazette	Number of hectares gazette for Forest Estate	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs & Partners	Report
Health								
Health Infrastructure	Number and ownership status of the City Health Infrastructures	NDP IV and CDP IV	Survey & Administrative Data	City Division	Quarterly	High	MWE, LGs & Partners	Report
Health Services Accessibility	Average population served by each Health Unit	NDP IV and CDP IV	Administrative Data & Survey	City	Quarterly	High	MWE, LGs & Partners	Report
	Number of Licensed Private Clinics	NDP IV and CDP	Survey	City	Quarterly	High	MWE, LGs & Partners	Report
	Practicing Doctor to Population Ratio	NDP IV and CDP IV	Survey & Administration Data	City	Quarterly	High	MWE, LGs & Partners	Report
	% of OPD Utilization	NDP IV and SDGs	Survey	City	Bi-annual	High	MWE, LGs & Partners	Report

Disease burden	Number of cases for Malaria	NDP IV and SDGs, CDP IV, Africa Agenda 2063	Survey & Administrative Data	City	Annually	High	MWE, LG, & Partners	Report
	Number of cases for Pneumonia-Cough or Cold	NDP IV and CDP IV	Survey & Administrative data	City	Quarterly	High	MWE, LG, & Partners	Report
	Number of cases for Gastro-Intestinal Disorders (non-effective)	NDP IV and CDP IV	Survey & Administrative Data	City	Annually	High	MWE, LG, & Partners	Reports
	Number of cases for Intestinal Worms	NDP IV and CDP IV	Administrative Data & Survey	City	Quarterly	High	MWE, LG, & Partners	Report
	Number of cases for Diarrhea-Acute	NDP IV and CDP IV	Survey	City	Quarterly	High	MWE, LG, & Partners	Reports
	Number of cases for Urinary Tract Infections (UTI)	NDP IV and CDP IV	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Report
	Number of cases for Pelvic Inflammatory Disease (PID)	NDP IV and CDP IV	Survey	City	Quarterly	High	MWE, LG, & Partners	Report
	Number of cases for Skin Diseases	NDP IV and CDP IV	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Report
	Number of cases for Other Eye Conditions	NDP IV and CDP IV	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Report

	Number of cases for Pneumonia	NDP IV and CDP IV	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Report
Staff Level	Number of Health Staff in the City at each level	NDP IV and CDP IV	Survey	City	Quarterly	High	MWE, LG, & Partners	Reports
Status of Immunization Coverage	% coverage of children immunized by category	NDP IV and SDGs, CDP IV, Africa Agenda 2063	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Report
Licensed Drug Shops	Number of Licensed Drug Shops	NDP IV and CDP IV	Survey & Administrative Data	City	Quarterly	High	MWE, LG, & Partners	Reports

(A) Strategic Intervention	(B) Activities	(C) Objectively Verifiable Indicators (OVIs)	(D) Sources of data for indicators MOVs)	(E) Risks and assumptions
Strategic objective 1: Strengthen systems for data production and development				
Develop and operationalize a centralized city database and Management Information System (MIS)	Conduct an infrastructure and data inventory assessment	Quarterly assessment Inventory assessment report in place	Quarterly	Stakeholder commitment, Data Quality available, technical feasibility Risks Budget overturns User adoption and resistance Data integration and Quality issues
	Develop and deploy the city statistical data base	Development of a Statistical data base	Annually	Resource allocation, Regulatory compliance Risks Change of requirements Privacy breaches
Establish clear data governance, privacy and quality assurance frameworks	Train staff in system use and maintenance	Number of staff trained	Quarterly	Stakeholder commitment, Data Quality available, technical feasibility Risks Behavioral changes of stakeholders Resistance from users
	Develop and implement a data governance and quality assurance framework	Data governance framework developed	Quarterly	Resource allocation, Regulatory compliance Risks Change of requirements Privacy breaches
	Form a data quality team for regular validation and review	Data quality team formed	Annually	Resource allocation, Regulatory compliance Risks Change of requirements Privacy breaches

Strengthen digital infrastructure to support real time data collection and analysis	Procure ICT equipment and ensure stable internet connectivity	Number of ICT equipment procured	Procurement reports	Availability of a contracts committee, Stakeholder willingness to offer support in the procurement of the ICT equipment Availability of funds Risks Inadequate funds to install the internet connectivity across all departments
Integrate and harmonize departmental data systems for interoperability	Introduce digital data collection tools (e.g. tablets and mobile apps)	Number of digital data collection tools introduced	Quarterly	Presence of a standardized data collection tool Availability of data collection tools e.g. Tablets
Enhance data systems to align with national standards	Map existing systems and establish interoperability protocols	Number of systems mapped and established	ICT Officer's report	Availability of integrated systems Risks User inability to use systems
	Develop data integration APIs between departments	Number of APIs developed and integrated	ICT Officer's report	Availability of integrated systems Risks User inability to use systems
Enhance data systems to align with national standards	Review administrative data forms for alignment with UBOS Standards	Number of administrative data forms reviewed	Quarterly reports	Availability of integrated systems Risks User inability to use systems
	Conduct departmental trainings on standardized templates	Number of departments trained	Quarterly	Availability of integrated systems Risks User inability to use systems

Strategic objective 2: Enhance dissemination, Uptake and Use of Statistics				
Strengthen communication and dissemination frameworks for statistical outputs	Produce simplified reports, fact sheets and infographics	Number of simplified reports developed	Quarterly	Stakeholders willingness to absorb data, Sufficient funds to create dissemination channels for data Existence of a vibrant statistics committee Availability of a UBOS data dissemination system Risks Stakeholders behavioral changes to data usage
	Develop a dissemination schedule and checklist for all departments	Number of dissemination schedules and checklists developed by departments	Quarterly	Stakeholders willingness to absorb data, Sufficient funds to create dissemination channels for data Existence of a vibrant statistics committee Availability of a UBOS data dissemination system Risks Stakeholders behavioral changes to data usage
Improve accessibility, timeliness and relevancy of statistical products	Establish a city data portal and open data interface	City data portal and open data interface	5 Years	Establishment of a Centralized data system Risks Systems breakdowns
	Publish quarterly and annual statistical bulletins	Number of quarterly and annual statistical bulletins	Quarterly	Availability of data Risks Limited dissemination channels for all stakeholders

Enhance user engagement and establish feedback mechanisms	Conduct user feedback surveys and data use assessments	Number of feedback channels established	Reports from the Senior Public relations officer	Available data dissemination channels Risks Low data absorption
	Organize quarterly dissemination forums	Quarterly meetings conducted	Reports and meeting minutes	Available data dissemination channels Risks Low data absorption
Promote data literacy and build the capacity of data users	Hold training workshops for policy makers, journalists and CSOs	Number of radio talk shows conducted	Report on radio talk shows conducted	Availability of radio stations that have government airtime, Availability of a competent staff for dissemination of statistics Risks Fabrication of data from the media personalities
	Produce simple guides on interpreting and using statistics	Simple guides developed	Quarterly	Availability of a competent staff for dissemination of statistics Risks Low interpretation abilities of stakeholders
Develop and manage online/offline data dissemination platforms	Create departmental notice boards for local dissemination	Number of notice boards established	Engineer's reports	Availability of funds to purchase these notice boards, Increased Household incomes Risks Notice boards may not be accessed by all stakeholders

	Disseminate through radio talk shows, community meetings and city forums	Number of radio talk shows conducted	Quarterly	Availability of government Airtime amongst some media houses Risks Government airtime may be used up.
Promote transparency and trust in data as a public good	Organize annual "City Data Week."	Number of City Data weeks organized	Annually	Availability of funds and willingness of stakeholders Risks Since we rely on development partners to conduct these activities, funds may not be available or easily accessed.
	Develop ethical and communication guidelines for data presentation	Ethical and communication guideline developed	Annually	Availability of ethical and communication guidelines developed by MDAs Risks Presence of many guidelines on ethical and communication guidelines
Strategic objective 3: Enhance Human Resource Capacity for Statistics production in the city				
Develop and implement a structured capacity building program for City and Division level Staff	Conduct refresher trainings for City Statistical Committee members	Number of refresher trainings conducted	Human Resource Officer's reports	Availability of competent Human Resource Officers to hold these trainings UBOS as well organizes these meetings Risks The meeting are not conducted regularly.

	Train staff in modern data analysis tools (Excel, SPSS, STATA, GIS, AI, R)	Number of staff trained in modern data analysis tools	UBOS, Development partners	Availability of stakeholders to train staff and also resources Risks UBOS capacity building seminars will be conducted on staff trainings on current data analysis.
Establish a dedicated statistics coordination unit within the City Administration	Create a Statistics Unit under the Planning department	Creation of a statistics unit	Statistics committee	Availability of the statistical committee Risks Due to insufficient funds, there are low chances of implementing this activity.
	Develop job descriptions and assign qualified staff	Number of staff assigned	Statistics Focal Person	Activeness of the City Service Commission
Strengthen partnerships with MDFs, UBOS, and Academic institutions for technical assistance and training	Participate in national and regional statistics forums	Number of national and regional statistical events attended participated	Reports on the statistical events attended	Availability of funds and willingness of stakeholders Risks Since we rely on development partners to conduct these activities, funds may not be available or easily accessed.
	Host Joint capacity building workshops with UBOS and Universities	Number of capacity building workshops conducted	Reports available	Availability of funds and willingness of stakeholders Risks Since we rely on development partners to conduct these activities, funds may not be available or easily accessed.

Promote a culture of data driven decision making through sensitization and advocacy	Conduct sensitization sessions for political and administrative leaders	Number of sensitization sessions conducted	Reports available	Availability of funds and willingness of stakeholders Risks Since we rely on development partners to conduct these activities, funds may not be available or easily accessed.
	Develop communication materials demonstrating the value of statistics in City Management	Number of communication materials developed	Materials available	Availability of funds and willingness of stakeholders Risks Since we rely on development partners to conduct these activities, funds may not be available or easily accessed.
Introduce mentorship, peer and learning knowledge exchange mechanisms for statisticians	Establish a mentorship program pairing senior and junior officers	Mentorship program developed	Mentorship guide and materials available	Availability of the statistical committee and willingness of members of Senior Officers to mentor Junior Officers
	Facilitate internal learning sessions (“data clinics”) for staff	Number of internal learning sessions facilitated	Reports presented	Committed secretary to the Statistical Committee to develop and coordinate learning sessions Risks Insufficient funds that will be used to facilitate these activities.

Strategic objective 4: Strengthen Coordination, Cooperation and Partnerships for statistics production

Establish and operationalize a coordination framework for the City Statistical System	Develop and Implement a City Statistical Coordination Framework	Number of City Statistical frameworks in place	Secretary to the statistical committee	Committed secretary to the Statistical Committee to develop and coordinate the statistical coordination framework Risks Insufficient funds for the development of the coordination framework
	Designate data focal persons at departmental and divisional levels	Number of data focal person designated	Statistics focal person	Willingness of all staff in the statistical committee to act as focal point persons for statistics in their departments Risks Staff turnover as some members of the statistics committee are likely to retire and others change roles
	Harmonize data production and reporting methods	Number of data production methods	Statistical Committee	Positive willingness of the ICT Officer to develop a Centralized data base Support from development partners like Enabel, Good Neighbors for the development of the data base Risks Some development partners are likely not to honor their Memos.

Strengthen collaboration and partnerships with stakeholders, including UBOS, Development partners and Civil Society	Convene Quarterly Stakeholder data sharing meetings	Quarterly stakeholder data sharing meetings	Quarterly reports	Staff willingness to conduct stakeholder engagements Risks Low attendance during quarterly sharing meetings
	Develop a Memoranda of Understanding (MoUs) with key partners such as UBOS and DataCities	Number of MoUs signed	MoUs signed	Availability of the City Town Clerk and HW the Mayor Risks Low political buy-in to signing some of these MoUs.
	Participate in inter-agency coordination forums	Number of inter-agency coordination forums participated	Reports submitted	Availability of some these forums such UBOS that organize and facilitate these activities Risks Limited funds to facilitate the travels for these agency coordination forums
Promote Statistical Advocacy and awareness within the City administration	Conduct awareness sessions for city leadership and the importance of evidence-based planning	Number of awareness sessions for the city leadership conducted	Leadership training reports in place	Availability of a secretary to the Statistics committee for report and minute writing Risks Quorums may not be enough to coordinate some of these activities
	Produce advocacy materials (briefs, flyers) on the City Statistical System	Number of advocacy materials produced	Materials produced	Availability of a committed Statistician and ICT Officer to develop these materials Risks Lack of some software for designing some of these advocacy materials such as Adobe Photo editor among others

Enhance Institutional governance and accountability for statistical functions	Review and clarify roles and responsibilities of the City Statistical Committee	Reviewed roles and responsibilities	Secretary to the Statistical Committee	Committed staff to fulfilling their roles Risks Staff absenteeism and turnovers
	Develop reporting and performance tracking mechanism for statistics	Number of reporting and performance tracking mechanisms developed	Reports developed by the secretary	The City Town Clerk and other leaders have a positive attitude towards this engagements Risks Lack of a digitalized system for tracking performance
Mobilize and coordinate resources for statistical development	Prepare resource mobilization proposals for Statistical initiatives	Number of resource mobilization proposals prepared and submitted	Proposals submitted	Political and technical buy in towards proposal writing Risks Funding may not be realized financially
	Engage development partners for funding and technical assistance	Number of development partners developed	Report on the activity developed by the Secretary Statistical Committee	Willingness of development partners towards the financing the plan Risks Most development partners may not adhere towards their MoUs
Integrate gender and other cross cutting issues (Human Rights, Environment, HIV/AIDs) in data coordination processes	Develop gender-responsive data coordination guidelines	Gender responsive data guidelines developed	Report developed	Availability of UBOS guidelines on gender mainstreaming Risks Lack of standardized data collection tool ON Gender responsiveness

	Develop data integration APIs between departments	Number of APIs developed and integrated	ICT Officer's report	A positive attitude of the ICT Officer towards developing these APIs. Risks Lack of portable IT equipment to conduct some of these activities.
	Review administrative data forms for alignment with UBOS Standards	Number of administrative data forms reviewed	Quarterly reports	Availability of UBOS guidelines and standards on data production Risks The guidelines may not be up to date
	Conduct departmental trainings on standardized templates	Number of departments trained	Quarterly Report developed	Positive attitude towards these trainings by Heads of department Risks Low turn up by HoDs towards some of these activities

Annex 3: FIVE YEAR BUDGET

Strategic Intervention	Activities	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL	Fund Sources
Strategic Objective 1: Strengthen systems for Data production and Development								
Develop and operationalize a centralized city database and Management Information System (MIS)	Conduct an infrastructure and data inventory assessment	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Develop and deploy the city statistical data base	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Train staff in system use and maintenance	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development

								ent Partners, Grants
Establish clear data governance, privacy and quality assurance frameworks	Develop and implement a data governance and quality assurance framework	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Form a data quality team for regular validation and review	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Strengthen digital infrastructure to support real time data collection and analysis	Procure ICT equipment and ensure stable internet connectivity	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	Local Revenue, Development Partners, Grants
	Introduce digital data collection tools (e.g. tablets and mobile apps)	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	Local Revenue, Development Partners, Grants
Integrate and harmonize departmental data systems for interoperability	Map existing systems and establish interoperability protocols	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants

	Develop data integration APIs between departments	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
Enhance data systems to align with national standards	Review administrative data forms for alignment with UBOS Standards	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Conduct departmental trainings on standardized templates	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
Strategic Objective 2: Enhance dissemination, Uptake and use of Statistics								
Strengthen communication and dissemination frameworks for statistical outputs	Produce simplified reports, fact sheets and info-graphics	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Develop a dissemination schedule and checklist for all departments	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants

Improve accessibility, timeliness and relevancy of statistical products	Establish a city data portal and open data interface	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Publish quarterly and annual statistical bulletins	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
Enhance user engagement and establish feedback mechanisms	Conduct user feedback surveys and data use assessments	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Organize quarterly dissemination forums	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
Promote data literacy and build the capacity of data users	Hold training workshops for policy makers, journalists and CSOs	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
	Produce simple guides on interpreting and using statistics	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development

								Partners, Grants
Develop and manage online/offline data dissemination platforms	Create departmental notice boards for local dissemination	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Disseminate through radio talk shows, community meetings and city forums	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Promote transparency and trust in data as a public good	Organize annual “City Data Week.”	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
	Develop ethical and communication guidelines for data presentation	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
Strategic Objective 3: Enhance Human Resource Capacity for Statistics Production in the City								
Develop and implement a structured capacity building program for	Conduct refresher trainings for City Statistical Committee members	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development

City and Division level Staff								Partners, Grants
	Train staff in modern data analysis tools (Excel, SPSS, Power BI, GIS, AI)	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
Establish a dedicated statistics coordination unit within the City Administration	Create a Statistics Unit under the Planning department	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
	Develop job descriptions and assign qualified staff	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Local Revenue, Development Partners, Grants
Strengthen partnerships with MDFs, UBOS, and Academic institutions for technical assistance and training	Participate in national and regional statistics forums	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Local Revenue, Development Partners, Grants
	Host Joint capacity building workshops with UBOS and Universities	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants

Promote a culture of data driven decision making through sensitization and advocacy	Conduct sensitization sessions for political and administrative leaders	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Develop communication materials demonstrating the value of statistics in City Management	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants
Introduce mentorship, peer and learning knowledge exchange mechanisms for statisticians	Establish a mentorship program pairing senior and junior officers	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Facilitate internal learning sessions ("data clinics") for staff	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Strategic Objective 4: Strengthen Coordination, Cooperation and Partnerships for Statistics Production								
Establish and operationalize a coordination framework for the	Develop and Implement a City Statistical Coordination Framework	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development

City Statistical System								Partners, Grants
	Designate data focal persons at departmental and divisional levels	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Local Revenue, Development Partners, Grants
	Harmonize data production and reporting methods	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Strengthen collaboration and partnerships with stakeholders, including UBOS, Development partners and Civil Society	Convene Quarterly Stakeholder data sharing meetings	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
	Develop Memoranda of Understanding (MoUs) with key partners such as UBOS and DataCities	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Local Revenue, Development Partners, Grants
	Participate in inter-agency coordination forums	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	Local Revenue, Development Partners, Grants

Promote Statistical Advocacy and awareness within the City administration	Conduct awareness sessions for city leadership and the importance of evidence-based planning	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Produce advocacy materials (briefs, flyers) on the City Statistical System	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Enhance Institutional governance and accountability for statistical functions	Review and clarify roles and responsibilities of the City Statistical Committee	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Develop reporting and performance tracking mechanism for statistics	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
Mobilize and coordinate resources for statistical development	Prepare resource mobilization proposals for Statistical initiatives	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development Partners, Grants
	Engage development partners for funding and	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	Local Revenue, Development

	technical assistance							Partners, Grants
Integrate gender and other cross cutting issues (Human Rights, Environment, HIV/AIDs) in data coordination processes	Develop gender-responsive data coordination guidelines	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	Local Revenue, Development Partners, Grants
	Train staff on integrating cross cutting issues in statistical work	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	Local Revenue, Development Partners, Grants

Annex 4: LIST OF JINJA CITY STATISTICS COMMITTEE MEMBERS

SN.	Nam	Department	Title	Telephone Number	E-mail Address
1.	Otimong Moses	Administration	City Town Clerk	0772444534	mosesotimong96@gmail.com
2.	Mawerere Peter	Administration	Deputy Assistant Town Clerk	0701871443	mawererep47@gmail.com
3.	Kayongo Christine Cynthia	Planning, Projects and Grants	City Planner	0774003222	ktinah2002@gmail.com
4.	Kagoye Benedicto	Revenue Department	Senior Revenue Officer	0773864201	kagoyeben@gmail.com
5.	Mirembe Dorothy	Community Based Department	Senior Probation Officer	0772332256	dorothymirembe7@gmail.com
6.	Kakaire Victoria	Natural Resources Department	Ag. City Natural Resources Officer	0702617396	mvkakaire02@gmail.com
7.	Isabirye Fredrick	Public Health Department	City Health Officer	0782008464	isabiryeftd@gmail.com
8.	Eng. Mugweri Charles	Engineering Department	City Engineer	0774004537	cmugweri@yahoo.com
9.	Mutesi Aminah	Education Department	Senior Inspector of Schools	0772929470	amutesi21@gmail.com
10.	Wampande Aisha	Human Resource Department	Principal Human Resource Officer	0778608514	ayeshakash20@gmail.com
11.	Kirunda David	Production Department	City Production Officer	0701330795	david024kn@gmail.com
12.	Kabbera Julius	Trade, Tourism and Local Economic Development	City Commercial Officer	0708200804	kabbera5@gmail.com
13.	Nampendho Charles	Physical Planning Department	City Physical Planner	0704970383	nampendho@gmail.com
14.	Kizito Leviticus	Planning, Projects and Grants department	Senior Economist	0776556120	kizitolevi@gmail.com
15.	Nyangor Brian	Planning, Projects and Grants department	Statistician	0789552992	nyangorb@gmail.com
16.	Ayanga Racheal Namiti	Administration	Human Resource	0702419178	rnamitii@gmail.com

17.	Menya Musa	Administration	Information Communication Officer	0702142560	musamenya@gmail.com
18.	Musenze Jonathan	Finance department	Senior Assistant Accountant	0703172584	jonahthanmusenze86@gmail.com
19.	Nabwonso Janet	Procurement	Principal Procurement Officer	0704541009	gototj2006@gmail.com

Annex 5: JINJA CITY LIST OF WARDS AND THEIR CELLS

S/N	NAME OF WARDS	LOCATION	CELLS
Northern Division			
01	NAMIZI	BUDONDO	1. NAMIZI EAST 2. NAMIZI WEST 3. NAMIZI CENTRAL 4. BUYALA T/C 5. BUYALA A 6. BUYALA B 7. BUYALA C 8. KABOWA T/C 9. KABOWA KAMPALA
02	KIBIBI	BUDONDO	1. BUKOSE 2. BWASE 3. KIZINGA 4. BUWAIRAMA 5. NAMALEMBA 6. NAKANONI 7. BUSUSWA
03	NAWANGOMA	BUDONDO	1. LUKOLO EAST 2. LUKOLO WEST 3. NAWANGOMA 4. BUFULA A 5. BUFULA B 6. NSUUBE
04	IVUNAMBA	BUDONDO	1. KAZINGA 2. KIVUBUKA B 3. KIVUBUKA A 4. IVUNAMBA 5. BUDAGAALI 6. KYABIRWA
05	BUWAGI	BUDONDO	1. IBUNGU EAST 2. IBUNGU WEST 3. BUWAGI 4. BULEEBA 5. KYOMYA EAST 6. KYOMYA WEST 7. KYOMYA CENTRAL 8. KAGERA KIDIOPE 9. KAGERA VALLEY 10. KAGERA CENTRAL
06	BUDHUMBULI EAST	BUGEMBE	1. KALINA 2. CHURCH ZONE
07	BUDUMBULI WEST	BUGEMBE	3. SCHOOL ZONE 4. COMMERCIAL ZONE

08	KATENDE	BUGEMBE	1. TRIANGLE 2. IGENG 3. STADIUM
09	WANYAMA	BUGEMBE	1. CENTRAL 2. MUTEKANGA 3. KATAMBA 4. EASTERN CELL
10	NAKANYONYI	BUGEMBE	1. KATURE 2. ANNEX 3. BUKWALE 4. COMPLEX
11	BUWEKULA	MAFUBIRA	1. BUWEKULA 2. KAINOGOGA 3. MAUTA 4. WAKITAKA
12	BUWENDA	MAFUBIRA	1. BUWENDA CENTRAL 2. BUWENDA MATAALA 3. BUWENDA KYEKIDDE 4. KAITABAWALA 5. IDHOGOLO 6. WAKALENGE 7. BUTIKI KYEKIDDE 8. BUTIKI MATAALA
13	WANYANGE	MAFUBIRA	1. KALUNGAMI 2. MUSIMA 3. WANYANGE HILL 4. WANYANGE CENTRAL 5. WANYANGE LAKE 6. WANYANGE GIRLS
14	NAMULESA	MAFUBIRA	1. ISUKWE 2. LWANDA 3. NAKABANGO 4. NAMULESA 5. WABULENGA A 6. WABULENGA B 7. KAGOGWA
15	MAFUBIRA	MAFUBIRA	1. MAFUBIRA A 2. MAFUBIRA B 3. MAFUBIRA C 4. KAYUNGA 5. SAKABUSOLO 6. MAKENKE 7. KITOVU 8. KYAMAGWA
SOUTHERN DIVISION.			
	WARD	LOCATION	CELLS

1.	WALUKUBA WEST	WALUKUBA	1. KLMN 2. JROP 3. WORKS 4. MATERNITY 5. FACTORY 6. BABU PATEL 7. RAILWAY 8. ZABEF
2.	WALUKUBA EAST	WALUKUBA	1. CHURCH 2. POLICE 3. SCHOOL 4. NTEGE 5. STEEL 6. CENTRAL
3.	MASESE PARISH	WALUKUBA	1. MASESE I 2. MASESE II 3. MASESE III 4. RWABITOOKE 5. KILEMBE 6. KISIMA I 7. KISIMA II
4	KIMAKA	MPUMUDDE/ KIMAKA	1. KIMAKA B 2. AMBERCOURT
5	RUBAGA PARISH	MPUMUDDE/ KIMAKA	1. COMMERCIAL 2. KAMULI ROAD 3. RUBAGA 4. UPLAND
6	MPUMUDDE PARISH	MPUMUDDE/ KIMAKA	1. NATIONAL HOUSING 2. MARKET ZONE A. 3. MARKET ZONE B 4. WEST A 5. WEST C
7	NALUFENYA	MPUMUDDE/ KIMAKA	1. NALUFENYA A. 2. NALUFENYA B
8	MAGWA	CENTRAL	1. MVULE 2. GOKHALE 3. NIZAM 4. MADHIVAN
9	JINJA CENTRAL EAST	CENTRAL	1. OBOJA 2. ALDINA 3. IGANGA 4. SPIRE 5. LUBAS 6. KIRINYA ROAD

			7. MAINSTREET EAST
10	OLD BOMA	CENTRAL	1. LOCO 2. KYAGWE 3. RIPPON FALLS 4. NILE CRESENT 5. KIRINYA PRISONS.
11	JINJA CENTRAL WEST PARISH	CENTRAL	1. RIPPON NILE VILLAGE. 2. GABULA 3. MAINSTREET 4. GRANT
			5.