THE REPUBLIC OF UGANDA

MINISTRY OF WORKS AND TRANSPORT



STRATEGIC PLAN FOR STATISTICS FY 2025/26-2029/30


WELCOME TO MPALA

FOREWORD

The Ministry of Works and Transport is mandated to formulate policies and plans, set standards, build capacity, undertake advocacy, regulate, monitor and evaluate the Works and Transport Sector. In executing this mandate, the Ministry seeks to promote adequate, safe, efficient and well-maintained works and transport infrastructure and services that contribute to Uganda's socio-economic transformation.

Effective delivery of this mandate requires access to quality, accurate, comprehensive, reliable and timely statistical information. Statistics provide the evidence required to understand sector performance, inform policy formulation and regulatory decisions, guide planning and resource allocation, monitor implementation, and assess progress towards national development objectives.

It is against this background that the Ministry has developed the Strategic Plan for Statistics (SPS) 2025/26–2029/30. The SPS provides a five-year framework for strengthening the production, coordination, management, dissemination and use of statistics across the Ministry. It identifies the Ministry's priority statistical needs and provides a coordinated approach for addressing existing data gaps and continuously improving the quality, reliability, accessibility and timeliness of sector statistics.

The SPS also provides the framework through which the Ministry will contribute to the implementation of the Fourth Plan for National Statistical Development (PNSD IV) 2025/26–2029/30, whose goal is to strengthen the capacity of the National Statistical System for evidence-based decision-making. Through this alignment, the Ministry's statistical priorities and data requirements are integrated into the broader national statistical development agenda.

Reliable statistical information is particularly important for measuring the outputs and outcomes of the Integrated Transport Infrastructure and Services (ITIS) Programme and for assessing the contribution of the Works and Transport Sector to national development. The SPS will therefore support evidence-based policy formulation, planning and budgeting, programme implementation, monitoring and evaluation, performance reporting, and informed decision-making at all levels.

The SPS was developed through a consultative process involving key stakeholders and provides a standardized framework for addressing the Ministry's statistical production and information needs. Its implementation is aligned with the Fourth National Development Plan (NDP IV), the Ministry Strategic Plan 2025/26–2029/30, the Monitoring and Evaluation Framework 2025/26–2029/30, and the Service Delivery Standards 2025/26–2029/30. This alignment will strengthen coherence between statistical production, institutional planning, performance monitoring and service delivery.

Successful implementation of the SPS will require sustained institutional commitment and adequate human, financial and technological resources. I therefore call upon Government, Development Partners, Programme Institutions and other stakeholders to support and collaborate with the Ministry in implementing this Plan and strengthening the statistical capacity of the Works and Transport Sector.

I wish to express my appreciation to the Uganda Bureau of Statistics for its technical guidance and support in the formulation of this SPS. I also commend the Ministry's technical team and all

stakeholders who contributed their time, expertise and valuable insights towards the preparation of this important strategic document.

I am confident that effective implementation of this Strategic Plan for Statistics will strengthen the Ministry's statistical system and enhance the availability and use of credible evidence for decision-making, accountability and improved delivery of works and transport infrastructure and services in Uganda.

For God and My Country.



Hon. Fred Byamukama (MP)

MINISTER OF WORKS AND TRANSPORT

Table of Contents

REF.	SECTION	PAGE
	FOREWORD	iv
	List of Tables	viii
	Acronyms	ix
	Explanatory Notes	xi
	Executive Summary	xiv
01	**INTRODUCTION**	**2**
1.1	Background	2
1.1.1	The National context	2
1.1.2	Regional Context	3
1.1.3	Global Context	4
1.2	Policies, Legal and Regulatory frameworks	4
1.2.1	Policies	4
1.2.2	National laws	5
1.2.3	International commitments	6
1.3	Rationale for designing the MoWT Strategic Plan for Statistics	6
1.4	Process of developing MoWT Strategic Plan for Statistics (SPS)	7
1.5	Scope and coverage of the plan	8
1.6	Structure of the SPS	8
02	**SITUATION ANALYSIS**	**10**
2.1	Introduction	10
2.1.1	Status of the MoWT statistical system	10
2.1.2	Statistical Programmes	10
2.2	Stakeholder Analysis	11
2.2.1	Key data providers	11
2.2.2	Data production process	13
2.2.3	Coordination mechanisms in the Ministry	13
2.3	Data Production	13

REF.	SECTION	PAGE
2.3.1	Data User Needs Assessment	13
2.3.2	Statistical production	13
2.3.3	Gender Statistics production	14
2.3.4	Sources of data	14
2.3.5	Data Management Systems	14
2.3.6	Data Quality Mechanisms	14
2.4	SWOT Analysis	15
2.5	Challenges, Risks and Mitigation Measures	16
2.6	Priorities over the next five years	16
03	**STRATEGIC FRAMEWORK**	**18**
3.1	Vision and Mission	18
3.1.1	Core Values	18
3.2	Strategic Goal	18
3.3	Strategic Objectives	18
04	**STRATEGIES FOR IMPROVING STATISTICS PRODUCTION AND DEVELOPMENT**	**21**
4.1	Introduction	21
4.1.1	Strategic Objective 1: Strengthen systems for data production and development	21
4.1.2	Strategic objective 2: Enhance dissemination, uptake and use of statistics	22
4.1.3	Strategic Objective 3: Enhance human resource capacity for statistics production	23
4.1.4	Strategic Objective 4: Enhance coordination, cooperation and partnerships for Statistics production	24
05	**FINANCING PLAN**	**27**
5.1	Introduction	27
5.2	Cost of the plan	27
06	**IMPLEMENTATION, MONITORING AND EVALUATION**	**29**
6.1	Introduction	29

REF.	SECTION	PAGE
6.2	Implementation mechanisms	29
6.3	Monitoring and Evaluation	31
6.3.1	Monitoring	33
6.3.2	Evaluation	33
6.3.3	Reporting Arrangements	34
A	**ANNEXES**	**32**
A1	Data production schedule by the Works and Transport Sector	33
A2	Logical framework matrix	41
A3	5- year cost of the Plan/Budget (Ugx 45.5 Bn)	46
A4	List of the Ministry Statistics Committee Members	32

List of Tables

TABLE	TITLE	PAGE
2.1	Stakeholder Analysis Matrix	11
4.1	Strengthen systems for data production and development	21
4.2	Enhance dissemination, uptake and use of statistics	22
4.3	Enhance human resource capacity for statistics production	23
5.1	Summary of the SPS plan (UGX Bn)	26

Acronyms

AU	African Union
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
GoU	Government of Uganda
GAPR	Government Annual Performance Report
GKMA	Greater Kampala Metropolitan Area
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IHS	Integrated Household Survey
ISAE	Institute of Statistics and Applied Economics
IT	Information Technology
KCCA	Kampala City Council Authority
MDAs	Ministries, Departments and Agencies
MDG(s)	Millennium Development Goal(s)
MoFPED	Ministry of Finance, Planning and Economic Development
MoWT	Ministry of Works and Transport
NBRB	National Building Review Board
NDP	National Development Plan
NEC	Northern Economic Corridor
NCTA	Northern Corridor Transit Agreement
NITMP	National Integrated Transport Master Plan
NSI	National Standard Indicators
NSS	National Statistical System
PNSD	Plan for National Statistical Development
SDGs	Sustainable Development Goals
SPS	Strategic Plan for Statistics
SWOT	Strengths, Weaknesses, Opportunities and Threats

TSDMS	Transport Sector Data Management System
UBOS	Uganda Bureau of Statistics
UCCA	Uganda Civil Aviation Authority
URC	Uganda Railways Corporation
URF	Uganda Road Fund
UN	United Nations
URA	Uganda Revenue Authority
NITMP	National Integrated Transport Master Plan
dTIMS	Deighton Total Infrastructure Management System
ITIS	Integrated Transport Infrastructure and Services
SME	Statistics, Monitoring and Evaluation
FY	Financial Year
NGOs	Non-Governmental Organisations
CSOs	Civil Society Organisations
GIS	Geographic Information System
BMS	Bridge Management System
ITIS	Integrated Transport Infrastructure and Services
TIS	Traffic Information System
AODB	Airport Operation Database
SOPs	Standard Operating Procedures
MoUs	Memoranda of Understanding
HLGs	Higher Local Governments
OPM	Office of the Prime Minister
OP	Office of the President
NAPR	National Annual Performance Reports
OVIs	Objectively Verifiable Indicators
ICAO	International Civil Aviation Organisation
EPS	Express Penalty Scheme

Explanatory Notes

Plan for National Statistical Development	This is the national plan for developing statistical capacity across the entire national statistical system (NSS). It sets out a vision of where the NSS should be over five years, 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/District /Municipal Council/ City /CSOs, 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 non-traditional sources like telecom services, etc.
Data ecosystem	A data ecosystem includes the national statistical system along with the complex organisations 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 how statistical information is produced and used. A true data revolution focuses on sustainable improvements in both the production and uptake/use of statistics. Data revolution draws on both existing (traditional) and new (non-traditional) data sources.
Unprecedented demand for development data	Changing and increased demand for data to inform monitoring and reporting progress on different development frameworks, such as the District Development Plan, NDP IV, 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 the statistical system	Gender mainstreaming in the statistical system 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 to achieve 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 marker that measures one aspect of an action and shows 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 outputs must have a measurable indicator of success.

Executive Summary

The Ministry of Works and Transport Strategic Plan for Statistics (SPS) 2025/26–2029/30 provides a five-year framework for strengthening the production, management, dissemination and use of quality statistics across the Ministry and its line agencies. The Plan recognises that timely, reliable and comprehensive statistical information is essential for evidence-based policy formulation, planning and budgeting, programme implementation, monitoring and evaluation, accountability and informed decision-making within the Integrated Transport Infrastructure and Services (ITIS) Programme. It is aligned with the Fourth Plan for National Statistical Development (PNSD IV), National Development Plan IV (NDP IV), the Ministry Strategic Plan 2025/26–2029/30, and relevant regional and international frameworks, including EAC Vision 2050, Africa Agenda 2063 and the Sustainable Development Goals.

The SPS responds to the increasing demand for credible statistics to measure the Ministry's contribution to national development and to report against national, regional and international indicators. It also provides a framework for mobilising resources for statistical development and for strengthening an integrated, harmonised and coordinated statistical system across the Ministry and its line agencies. The Plan was developed through a consultative and participatory process involving sensitisation by the Uganda Bureau of Statistics (UBOS), establishment of the Ministry Statistical Committee, consultations with departments and key stakeholders, assessment of the existing statistical system, preparation and review of the draft Plan, stakeholder validation, management review and approval by the Accounting Officer.

Situation Analysis

The assessment of the Ministry's statistical system identified important institutional strengths and opportunities, including existing administrative data systems, management support, technical support from UBOS, growing demand for evidence-based planning, evolving technologies and opportunities for collaboration with development partners. However, several constraints continue to affect the production and effective use of statistics. These include inadequate funding for statistical activities; understaffing and limited technical capacity; inadequate ICT infrastructure and access to modern statistical tools; weak or undefined methodologies for some indicators; lack of specialised field transport; delays in data submission, validation and dissemination; limited appreciation and utilisation of statistics; and weaknesses in coordination and standardisation of statistical reporting.

The Plan therefore prioritises timely production and dissemination of statistical products; updating and reporting on the National Standard Indicators, Agenda 2063 and SDG indicators; strengthening stakeholder coordination and statistical capacity; operationalising and safeguarding the Works and Transport Statistics System (WTSS); standardising reporting formats; improving dissemination and utilisation of statistics; and filling vacant statistical positions. Cross-cutting issues, including gender and equity, human rights and environmental sustainability, are mainstreamed within statistical production and reporting.

Strategic Direction and Priorities

The SPS is guided by the vision of “A reliable, efficient and coordinated Ministry of Works and Transport Statistical System” and the mission “To provide quality statistics and statistical services that support development processes.” Its strategic goal is to establish a demand-driven Ministry of Works and Transport statistical system that supports national development.

Implementation of the Plan is organised around four strategic objectives:

Strengthen systems for data production and development through standardised data collection tools, methodologies and reporting systems; automation of data collection and reporting; strengthening administrative data systems; integration of GIS and geo-referencing; undertaking demand-driven surveys; operationalisation of the WTSS as a centralised Ministry data bank; and strengthening data storage, security and quality assurance.

Enhance dissemination, uptake and use of statistics by improving access to statistical information through the Ministry website and other digital platforms; regularly producing statistical abstracts, outlooks, briefs, dashboards and performance reports; establishing a statistical release calendar; and strengthening engagement between producers and users of statistics.

Enhance human resource capacity for statistics production through review of staffing structures, recruitment of qualified personnel, assessment of capacity gaps, training of statistics focal persons and data officers, mentorship and knowledge transfer, and participation in professional statistical networks and forums.

Enhance coordination, cooperation and partnerships for statistics production through stronger institutional coordination mechanisms, formal designation of statistics focal persons across departments and agencies, stakeholder sensitisation, and collaboration with UBOS, line agencies, academia, civil society and development partners.

Implementation, Financing and Monitoring

Implementation of the SPS will be coordinated by the Statistics, Monitoring and Evaluation (SME) Department, working with Ministry departments, divisions, line agencies and designated statistics focal persons, under the overall leadership of Ministry management. UBOS will provide technical guidance, particularly on statistical standards, methodologies, quality assurance, capacity building and evaluation. Other stakeholders, including Higher Local Governments, line MDAs, academia, civil society and development partners, will contribute to data production, validation, dissemination, capacity development and resource mobilisation.

The total estimated cost of implementing the SPS over the five-year period is UGX 45.5 billion. Of this, UGX 21.5 billion is allocated to strengthening systems for data production and development; UGX 10 billion to dissemination, uptake and use of statistics; UGX 4 billion to human resource capacity development; and UGX 10 billion to coordination, cooperation and partnerships. Financing is expected to come from Government resources complemented by contributions from Development Partners.

Implementation will be monitored through a results-based M&E framework anchored in the SPS Logical Framework. Progress will be tracked through quarterly and annual reports, Statistics Committee reviews, data validation and quality assurance exercises, annual performance reviews, and tracking of agreed output and outcome indicators. A Mid-Term Evaluation will assess progress and identify necessary adjustments, while an End-Term Evaluation will assess the overall effectiveness, efficiency, relevance, sustainability and impact of the Plan.

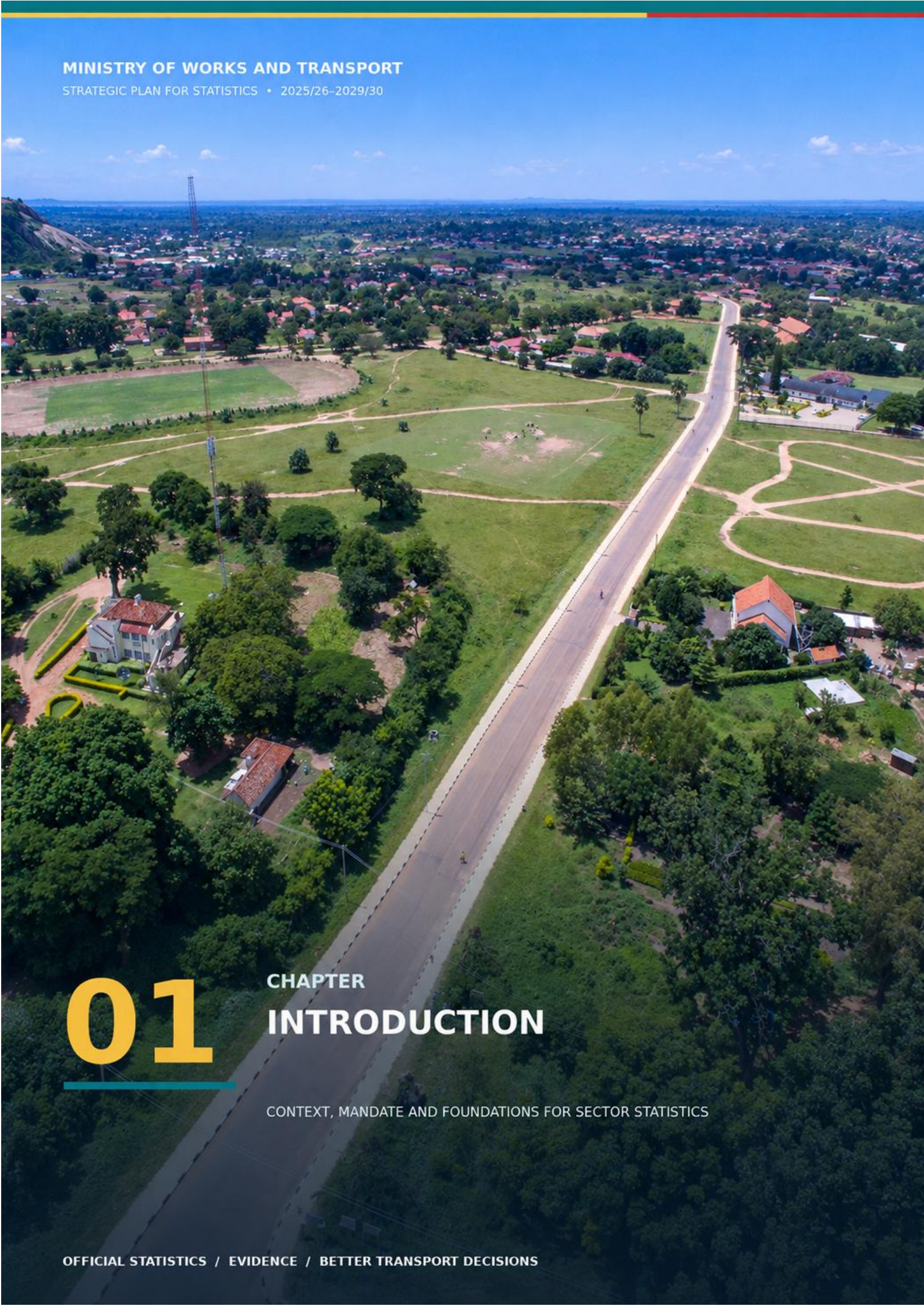
Overall, the SPS provides a coordinated pathway for transforming the Ministry's statistical function into a more reliable, responsive and digitally enabled system. Its successful implementation is expected to improve the availability, quality, accessibility and utilisation of Works and Transport statistics; strengthen accountability and performance reporting; and

provide a stronger evidence base for policy, investment, planning and decision-making across the ITIS Programme and the wider national development agenda.



Barbara Namugambe

Ag. Permanent Secretary



01

CHAPTER
INTRODUCTION

CONTEXT, MANDATE AND FOUNDATIONS FOR SECTOR STATISTICS

CHAPTER ONE: INTRODUCTION

1.1 Background

The Ministry of Works and Transport is linked to national, regional, and global frameworks in carrying out its roles. A brief role of each framework is given below**;**

1.1.1 The National context

At the national level, the Ministry's major interventions are derived from the executive structure established under the 1995 Constitution of the Republic of Uganda which are aligned with the Vision 2040, the National Development Plan IV (2025/26-2029/30), the Expressway Development Master Plan (2020-2070), the National Integrated Transport Master Plan (2021-2040) and The Ministry of Works and Transport Strategic plan (2025/26-2029/30) and the Fourth Plan for National Statistics Development (PNSD IV).

a) Uganda Vision 2040

Uganda Vision 2040 aligns closely with Integrated Transport and Infrastructure Services (ITIS) as both emphasise the critical role of modern infrastructure in transforming Uganda into a competitive middle-income country. Vision 2040 prioritises the development of efficient transport networks to support industrialisation, trade, and socio-economic growth.

ITIS operationalises this by promoting the integration of transport and infrastructure systems, ensuring coordinated planning, improved connectivity, and efficient movement of goods and people within and across borders. This integration reduces logistics costs, enhances regional trade, and supports the growth of industries and urban centres.

b) The National Integrated Transport Master Plan (2021-2040)

The National Integrated Transport Master Plan sets a framework for the development of the transport sector over a period of 20 years. The NITMP outlined the key strategic objectives, which include:

i. To provide a long–term comprehensive framework for multi-modal transport within which consistent plans for individual modes can be developed.
ii. To serve as a key input to regional transport planning at the East African Community, COMESA and the African Union levels.
iii. To create a framework within which well-informed investment decisions can be made by both the public and private sectors.

c) The National Development Plan IV (2025/26-2029/30)

Under the National Development Plan IV, Uganda aligns closely with integrated transport and infrastructure services, as both focus on enabling sustainable industrialisation and inclusive economic growth through efficient infrastructure systems. NDP IV emphasises increasing household incomes and employment by strengthening key sectors of the economy, particularly through improved transport networks that facilitate trade, market access, and industrial development.

This approach promotes the integration and coordination of transport infrastructure, ensuring efficient movement of goods and people, reducing logistical costs, and enhancing connectivity within and across regions.

d) The MoWT Strategic Plan (2025/26-2029/30)

The 2025/26-2029/30 Ministry of Works and Transport Strategic Plan presents the strategic direction that the Ministry will take in order to achieve optimal performance in fulfilling its mandate.

e) Plan for National Statistics Development (PNSD) IV (2025/26-2029/30)

The Plan for National Statistics Development (PNSD) IV (2025/26-2029/30) is implemented through the Ministry of Works and Transport (MoWT) Strategic Plan for Statistics (SPS), which covers 5 years (2025/26-2029/30) and provides a framework and mechanism for statistical development of the ministry. This plan is intended to develop an integrated, harmonised, coordinated and coherent statistical system which ensures harmonised data production and utilisation processes at all levels.

1.1.2 Regional Context

a) EAC vision 2050

The Vision 2050 focuses on initiatives that will create gainful employment for the economically active population. The Vision 2050 identifies, among others, infrastructure and transport networks that are easy, fast and cheap for people and goods, creating regional competitiveness as one of the pillars and enablers of economic development.

b) The Master Plan on Logistics in the Northern Economic Corridor

The Master Plan on Logistics in the Northern Economic Corridor (NEC) is a multi-modal plan consisting of road, rail, pipeline and inland waterways transport to link Uganda to countries like Kenya through Mombasa port, Rwanda, Burundi, the Democratic Republic of Congo and South Sudan. The Master plan addresses transport and logistics gaps by proposing a shift to the following:

- Modal shift function among rail, truck and inland waterway
- Container depot functions to reduce export costs
- Logistic service including warehouse, distribution centre, and a one-stop shop.

c) The Northern Corridor Infrastructure Master Plan (2011-2030)

The EAC Northern Corridor Infrastructure Master Plan, with specific reference to the transport sector, aims at;

i. Defining transport infrastructure development needs in the Northern Corridor area up to 2030
ii. Determining the requirements for missing links to cover the Northern Corridor Transit Agreement (NCTA) member countries, including extending the corridor to the Atlantic Ocean
iii. Improving the efficiency of facilities along the corridor.

d) The Northern Corridor Transit Agreement

This agreement was made between Uganda, Burundi, the Democratic Republic of Congo, Kenya and Rwanda to facilitate trade and transport among East and Central African countries using the Northern Corridor route.

e) The Central Corridor Transit Transport Facilitation Agreement

The Central Corridor Transit Transport Facilitation Agreement (CCTTFA) provides a regional framework for promoting efficient, reliable, and integrated transport and transit systems along

the Central/Southern Corridor linking the Port of Dar es Salaam to inland countries including Uganda, Rwanda, Burundi, the Democratic Republic of Congo, Zambia, and Malawi. The Agreement highlights the importance of reliable and harmonized transport statistics in supporting corridor performance monitoring, evidence-based planning, policy formulation, and regional integration initiatives.

1.1.3 Global Context

i. Sustainable Development Goals

The Ministry undertakes several activities which have an impact on the achievement of the 2030 Sustainable Development Agenda of the United Nations (UN).

Target 9.1**;** is to develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-boundary infrastructure, to support economic development and human well-being with a focus on affordable and equitable access for all.

Target 9a; Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing states.

Target 3.f; By 2020, half the number of global deaths and injuries from road traffic accidents.

Target 11.b**;** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women and children, persons with disabilities and older persons.

Transport provides essential means to stimulate socio-economic activities and to promote development, including the eventual achievement of the SDGs targets. The efficient, reliable, affordable, safe, accessible, and environmentally friendly transport of passengers and goods is indeed a key to the implementation of the post-2015 Development Agenda.

ii. AU Agenda 2063 guidelines

Agenda 2063 is Africa's 50year development plan (2013-2063) aimed at transforming Africa into a modern, integrated and prosperous continent, emphasising modern transport infrastructure to boost trade, integration and economic growth. The key Works and Transport priorities include: modern transport infrastructure, an integrated high-speed rail network, a single African air transport market and improved road networks.

1.2 Policies, Legal and Regulatory frameworks

The legal frameworks that guide the production of transport statistics include;

1.2.1 Policies

i. National Transport and Logistics Policy, 2021

The National Transport and Logistics Policy provides a framework for developing an efficient, integrated, safe, and sustainable transport and logistics system in Uganda. The policy promotes coordinated transport planning, improved infrastructure and logistics services, trade facilitation, and the strengthening of transport data and statistics to support evidence-based decision-making and ITIS Program performance monitoring.

ii. National Construction Industry (NCI) Policy, 2010

The National Construction Industry (NCI) Policy provides a framework for the development and regulation of Uganda's construction industry to ensure quality, efficiency, safety, and sustainability in infrastructure development. The policy promotes capacity building, standardization, professionalism, and improved data management.

1.2.2 National laws

i. **The 1995 Constitution of the |Republic of Uganda.**

The Mandate of the Ministry of Works and Transport (MoWT) is derived from the 1995 Constitution of the Republic of Uganda under Article 212. The Ministry is primarily responsible for the provision of safe, efficient and reliable transport services in Uganda. The Ministry therefore sets standards, policies and regulations that govern the transport and works sectors, as well as strategic planning and maintenance of the required infrastructure.

ii. **Civil Aviation Authority Act (1991) Cap 354.**

This contributes to statistical production indirectly through the establishment of an Accident and Incident Investigation unit, which is responsible for investigating aviation accidents, determining causes of accidents, developing a database of aircraft accidents and compiling final accident reports. Also aligning Uganda with global aviation practices, which normally require passenger statistics, flight movement data, safety performance indicators and airport traffic statistics.

iii. **Traffic and Road Safety Act, 1998 (Amendment) Act, 2020 Cap 361**

The Traffic and Road Safety (Amendment) Act supports the production of transport and road safety statistics by promoting systematic data collection and use. It requires recording of traffic offences, accidents, and vehicle and driver information, forming a basis for reliable data. The introduction of digital systems like the Express Penalty Scheme (EPS) enables real-time data capture. Improved accident reporting also supports trend analysis and identification of high-risk areas.

iv. **Uganda Railways Corporation Act (1992) Cap 331**

The corporation is required to prepare and submit an annual report to the Minister within three months after the end of each financial year (Section 91). This report must include the corporation's achievements, operations, plans, and any additional information requested by the Minister. The preparation of this report involves collecting, analysing, and presenting operational and performance data, such as freight volumes, passenger numbers, and revenue figures.

v. **Inland Water Transport Act, 2021**

The law provides a critical legal foundation for the development and strengthening of inland water transport statistics within the Ministry of Works and Transport (MoWT). The Act mandates the regulation, registration, and licensing of vessels, operators, and crew, as well as the enforcement of safety and navigation standards across Uganda's inland waters, including Lake Victoria. These regulatory functions inherently generate administrative data that are essential for statistical production.

vi. **Building Control Act (2013) Cap 136**

The Act establishes a statutory framework for regulating building development and creates mechanisms that support the production of statistics and data reporting. The Act establishes a National Building Review Board and Building Committees responsible for monitoring building developments, inspecting operations, and issuing permits, which generate records and data on building activities across the country. These administrative registers and permit records provide

a continuous source of information on the number, types, and status of building applications and approvals, forming the basis for compiling statistical information on the construction sector.

vii. **The Roads Act 2019**

The Roads Act provides a legal framework for the development, management, classification, maintenance, and safety of public roads in Uganda, and contains provisions that support the production of statistical information on the road sector. The Act mandates road authorities and local government councils to conduct and maintain inventories of all public roads under their jurisdiction, and to develop and use road management systems for planning, budgeting, and decision-making, which generate systematic data on the number, type, length, and condition of roads, traffic volumes, maintenance activities, and other key indicators.

viii. **Uganda Bureau of Statistics Act, 1998.**

This Act established the Uganda Bureau of Statistics (UBOS) as the central agency responsible for collecting, analysing, and disseminating official statistics in Uganda, and it provides the legal framework for coordinating the national statistical system to support planning, policy-making, and development monitoring.

ix. **Data Protection and Privacy Act, 2019.**

This Act provides the legal framework for the protection of personal data in Uganda. It regulates how personal information is collected, processed, stored, and shared, and establishes principles of data privacy, security, and lawful use. It also creates obligations for data collectors and controllers to ensure transparency, accountability, and protection of individuals' privacy rights.

1.2.3 International commitments

i. The United Nations Decade of Action on Road Safety

The United Nations Decade of Action on Road Safety (2021–2030) and related global resolutions have influenced how the Ministry of Works and Transport in Uganda approaches road safety data collection and statistics production. Under the global initiative, which aims to reduce road traffic deaths and injuries by at least 50 % by 2030, Uganda developed and launched its National Road Safety Action Plan (2022–2026), aligned with the UN Global Plan and strategic action pillars that emphasise road safety management, safer infrastructure, safer road users, vehicle safety, and post-crash response. This plan obliges the Ministry to compile systematic data on road crashes, fatalities, injuries, and related risk factors to establish baselines, monitor trends, and evaluate the effectiveness of interventions.

ii. Convention on International Civil Aviation

This is the foundational global framework, signed in 1944 at the Chicago convention governing international civil aviation and sets standards, rules, regulations and procedures. This partly led to the establishment of the International Civil Aviation Organisation (ICAO), which provides a basis for aviation data standards (passengers, cargo and movements) and reporting to international frameworks.

1.3 Rationale for designing the MoWT Strategic Plan for Statistics 2025/26-2029/30

This is a structured plan to guide the statistical development and strengthening of statistical capacity within the Integrated Transport Infrastructure and Services (ITIS) Program. This plan will also serve as a basis for mobilising resources to support statistical development initiatives in MoWT and its line Agencies.

ITIS Program statistics are critical for understanding the current state of affairs, identifying priority areas requiring immediate intervention, and integrating proposed actions into annual planning and budgeting processes. It enables the establishment of performance standards and indicators that serve as benchmarks for measuring future progress.

The SPS implementation is anchored on four strategic objectives; -

1. To strengthen systems for data production and development.
2. To enhance dissemination, uptake and use of statistics
3. To enhance human resource capacity for statistics production.
4. To enhance coordination, cooperation and partnerships for statistics production.

Statistical challenges experienced over the last five years

Over the past five years, the sector has faced several challenges in the implementation of statistics development initiatives, including:

- Inadequate funding allocation to support statistical activities across ITIS Program.
- Lack of specialised designated field vehicles to facilitate statistical activities
- Insufficient ICT infrastructure to support day-to-day statistical operations; and
- Low statistics staffing levels within the ITIS Program
- Inadequate technical capacity among staff in departments and agencies to generate, process, analyse, and use statistical data
- Absence of clearly defined data collection methodologies for some indicators like % reduction in GHG emissions by the transport programme, Average Unit cost of construction of transport infrastructure Ugx Bn, among others.
- Delayed response by departments and agencies' staff to statistical data requests, among other challenges.

1.4 Process of developing MoWT Strategic Plan for Statistics (SPS)

The process of developing the MoWT Strategic Plan for Statistics was participatory in nature, with consultative meetings held within the MoWT, line Agencies and other key stakeholders that include: Uganda Railways Corporation (URC), Kampala Capital City Authority (KCCA), Uganda Civil Aviation Authority (UCAA), the National Building Review Board (NBRB), Committee on Integrated Sector Coordination of Transport (CISCOT) and Uganda Police Force (UPF).

Consultative meetings aimed at;

- Creating awareness among stakeholders on the assignment to develop the MoWT SPS
- Gaining stakeholder consensus on embedding the statistical framework within the sector
- Soliciting stakeholder commitment to the process.

Specifically, the process involved;

i. Sensitisation of MoWT stakeholders on the SPS concept

ii. Constitution of the MoWT Statistics Committee

iii. Assessment of the current status of the MoWT Statistical System

iv. Drafting of the SPS

v. Review and refinement of the Draft SPS

vi. Statistical Committee meeting to validate the SPS

vii. Review of the SPS by the MoWT Senior Management Committee

viii. Approval and Dissemination of the SPS by the MoWT Accounting Officer

1.5 Scope and coverage of the plan

This Strategic Plan will cover a period of five (5) years, from FY 2025/26 to FY 2029/30. It responds to the statistical requirements arising from the mandate of the Ministry of Works and Transport and its line agencies, particularly in relation to monitoring and reporting on the performance of the Fourth National Development Plan (NDP IV), the East African Community Vision 2050, Africa Agenda 2063, and the Sustainable Development Goals (SDGs) Agenda 2030.

The Plan provides for the regular production and updating of data for the National Standard Indicators (NSI) framework, as well as other statistics that may be required from time to time. In addition, it mainstreams cross-cutting issues, including gender and equity, human rights, and environmental sustainability, in line with national and international reporting requirements.

1.6 Structure of the SPS

The MoWT Strategic Plan for Statistics (SPS) comprises six chapters and five annexes,
Chapter one presents the introduction and the context of the plan, including the legal frameworks that guide the production of Statistics in the MoWT.
Chapter two presents the situation analysis, SWOT Analysis, challenges, mitigation measures, and priorities for the next five years.
Chapter three presents the strategic framework, highlighting the vision, mission, and strategic goals, core values and principles.
Chapter four presents the strategy for improving statistical production and development, elaborating on key issues, strategic interventions, and specific actions for the four strategic objectives.
Chapter five presents the financing plan, while chapter six presents the implementation, monitoring and evaluation of the plan.
The annexure includes Data Production Schedule by the Works and Transport (Annex 1), Logical Framework (Annex 2), 5-Year Budget (estimated budget, Annex 3), the list of Statistics Committee members (Annex 4)



CHAPTER

02 SITUATION ANALYSIS

UNDERSTANDING THE STATISTICAL SYSTEM TODAY

CHAPTER 2: SITUATION ANALYSIS

2.1 Introduction

This chapter assesses the current status of the Ministry of Works and Transport (MoWT) statistical system, including its capacity to produce, manage, disseminate, and use official statistics. It reviews the institutional environment, statistical programs, stakeholders, data production processes, coordination mechanisms, data systems, sources, quality assurance practices, and ICT infrastructure. It also presents a SWOT analysis, highlights key challenges and risks, proposes mitigation measures, and identifies priority areas for the next five years.

2.1.1 Status of the MoWT statistical system

The MoWT statistical system refers to the organised framework of structures, people, processes, policies, tools and technologies used to collect, process and manage statistical data. Implementation of the previous Strategic Plan for Statistics (FY 2020/21–2024/25) registered mixed performance due to financial, institutional, and capacity constraints. Limited funding affected the execution of several planned statistical activities; however, notable progress was achieved under the four strategic goals.

Goal 1: Strengthen coordination, cooperation and partnerships for statistics

The Ministry established and operationalised a Statistical Committee whose members serve as focal points for data production across MDAs, departments, and divisions under the ITIS Program.

Goal 2: Increase statistical capacity:

Understaffing has led to increased workload pressures, delayed reporting, and reduced analytical output. The Integrated Transport Infrastructure and Services (ITIS) Program continues to face inadequate statistical staffing to effectively support and sustain its statistical operations.

Goal 3: Strengthen systems for data production and development;

The Ministry developed the Works and Transport Statistics System (WTSS) to facilitate centralised storage, access, and reporting of ITIS Program statistics. However, the system is not yet fully operational but due to be fully rolled out and aligned with updated reporting modalities under NDP IV and RAPEX reforms. The ITIS Program has a number of systems that are not integrated.

Goal 4: Enhance dissemination, uptake and use of statistics;

Timeliness of reporting to major national stakeholders such as UBOS improved, but dissemination to lower-level stakeholders and the public remains limited due to financial constraints and delays in response from different stakeholders.

2.1.2. Statistical Programmes

Statistical functions within the Ministry are coordinated by the Statistics, Monitoring and Evaluation (SME) Department. The Department is responsible for collecting, compiling, validating, analysing, and disseminating statistics.

Data generation occurs across departments, divisions, and agencies; however, data is largely decentralised and obtained from administrative data sources and surveys or censuses.

Many units maintain their own administrative data systems, and submission of data to the SME Department is irregular and sometimes incomplete.

The Ministry structure comprises two Directorates, nine Departments, and two Units, all of which generate data relevant for planning and monitoring.

2.2 Stakeholder Analysis

2.2.1 Key data providers

Stakeholders are generally aware of the Ministry of Works and Transport's mandate in policy formulation, regulation, and ITIS Program oversight. Several institutions influence statistical production in many ways, as indicated below;

Table 2.1 Stakeholder Analysis Matrix

S/No.	Stakeholder	Stakeholder category	Level of influence	Interest in statistics
1	UBOS	User and Producer	High	Provides guidelines for data collection, timely reporting and dissemination
2	Uganda Railways Corporation (URC)	Producer and User	Medium	Forms part of the MoWT statistics committee and provides railway statistics.
3	Kampala Capital City Authority (KCCA) & GKMA	Producer and User	Medium	KCCA has a contact person and a statistics committee member and provides GKMA transport statistics.
4	Uganda Police Force (UPF)	Producer	Low	Periodically shares the Annual Crime Report with the Ministry.
5	Local Governments	Producer	Low	The majority of the LGs have Statisticians and functional work departments which provide data.
6	Uganda Civil Aviation Authority	Producer and User	Medium	The authority shares timely updated statistics on different indicators with the ministry through its contact person.
7	National Building Review Board	Producer	Low	Provides the ministry with statistics on buildings and construction
8	MoFPED	Funder and User	High	Provides funds and uses data for planning

S/No.	Stakeholder	Stakeholder category	Level of influence	Interest in statistics
9	Parliament	User	High	Monitors government activities, represents the views and interests of citizens and approves government budgets.
10	Development partners	Funder and user	High	Provides financial, technical and institutional support towards the implementation of the Ministry's programs.
11	Academia	User	Low	Contribute to research, innovation, knowledge generation and capacity building within the transport and infrastructure program.
12	Civil Society	Users and Producers	High	Uses transport statistics for advocacy, accountability, research, and monitoring service delivery and Program performance.

Intra-linkages

Within the Ministry of Works and Transport, strong coordination between departments and units ensures that statistical production is consistent and efficient. The Statistics, Monitoring and Evaluation (SME) Department shares information and standardises data collection and reporting methods, which reduces duplication and ensures accuracy. By maintaining close communication among departments, divisions, and Units, the ministry can produce reliable performance indicators such as traffic flow patterns, road safety statistics, and infrastructure utilisation trends, supporting effective planning and decision-making.

Inter-linkages

Collaboration with external entities strengthens the ministry's statistical output by incorporating data from other government agencies. Working with the national statistics office and other MDAs ensures that transport and infrastructure data are complete, validated, and aligned with broader national datasets. These external linkages provide additional insights and benchmarking opportunities, enabling the ministry to produce comprehensive statistics that inform evidence-based policies and strategic planning for transport and public works.

2.2.2 Data production process

Data collection, analysis, and dissemination are coordinated by the SME Department but originate primarily from departments and agencies. The Ministry relies heavily on surveys and secondary administrative data from research studies, budget reports, performance monitoring, and other departmental reports, which are systematically reviewed, validated, and compiled by

the Statistics Division. This process ensures accuracy, consistency, and reliability of the information before it is analysed and disseminated to relevant stakeholders for policy formulation, planning, and evaluation purposes.

2.2.3 Coordination mechanisms in the Ministry.

Statistical coordination is spearheaded by the Statistics division and strengthened by the Statistics Committee, which plays an oversight and advisory role in the statistical production process. The Committee reviews data submissions from various departments and agencies, ensuring adherence to established quality standards, and validates statistical outputs before they are submitted to senior management.

2.3 Data Production

2.3.1 Data User Needs Assessment

Demand for Ministry statistics originates from both internal and external stakeholders. Internally, departments and line agencies require data for planning, monitoring, and reporting. Externally, data are required by MDAs, development partners, and international reporting frameworks.

User needs are identified through consultations and requests with MDAs and consolidated during statistics committee meetings. UBOS also guides on national and international data requirements.

Rising demand for development data requires improved data quality, adoption of modern data management systems, continuous data validation and staff training. These measures enhance efficient data handling, analysis, and dissemination, and support evidence-based planning and decision-making.

To effectively monitor development frameworks, data must have a broad scope covering all priority sectors, be produced in sufficient quantity to track required indicators, maintain high quality through accuracy and reliability, be disseminated promptly for effective decision-making, and be appropriately disaggregated by factors such as region, gender, age, and socio-economic status to ensure inclusive and comprehensive development monitoring.

2.3.2 Statistical production

The Ministry produces statistics derived from administrative systems, program monitoring activities, and surveys. These statistics support reporting on:

- National Standard Indicators (NSIs)
- Sustainable Development Goals (SDGs) specifically goals 3, 9 and 11.
- NDP IV program indicators
- Africa Agenda 2063

The Data Revolution for Statistics production in the Ministry has significant implications for current statistical production, including the need to integrate new data sources such as administrative records, geospatial data, and big data to complement traditional surveys. It also requires the adoption of modern technologies and digital tools to improve data collection, processing, and dissemination (refer to annex 1).

2.3.3 Gender Statistics production

Gender-disaggregated statistics are primarily generated through infrastructure projects and routine administrative reporting systems, where data is systematically collected and categorised by the identified gender variables to support gender-responsive planning and monitoring. The production of such statistics is often integrated into project design and implementation frameworks, ensuring that funding allocations explicitly include provisions for data collection, analysis, and reporting.

2.3.4 Sources of data

The Ministry's major source of data is administrative, which is collected from departments and agencies. Other data sources include:

- Surveys and studies conducted within the program
- External data sources from MDAs, NGOs, CSOs, academia, and the private sector

Most administrative data is generated periodically. However, data flows are largely demand-driven rather than systematic.

Traditional sources such as studies, surveys and administrative records are now being complemented and challenged by new and non-traditional data sources such as mobile phone data, satellite imagery, social media data, and private sector datasets. Administrative data systems are being strengthened and digitalised, improving their completeness and timeliness, but also requiring higher standards of interoperability and data quality assurance. Surveys are being redesigned to integrate alternative data sources, reduce costs, and improve frequency, especially through computer-assisted data collection. Non-traditional data sources are expanding the scope of statistical production by providing real-time, high-frequency, and spatially detailed information that was previously unavailable, though they require advanced skills in data science and new validation methods.

2.3.5 Data Management Systems

The ministry utilises the following data systems to support statistical production, including but not limited to:

- Road Management System components (TIS, BMS, GIS)
- dTIMS Asset Management Database
- Departmental databases
- Airport Operation Database System (AODB)

The Ministry is developing a Works and Transport Statistics System, which is intended to be a centralised data bank.

2.3.6 Data Quality Mechanisms

Quality assurance procedures include review and validation by the Statistical Committee and approval by senior management before dissemination.

Statistics in the Ministry of Works and Transport is governed by the Uganda Bureau of Statistics Act (1998) Cap 310, which requires government institutions to collect and share statistical information. UBOS also provides technical support to ensure quality statistics in statistical development. In addition, PNSD IV and the NDP IV require MDAs to establish statistics units and

provide adequate funding allocations (0.15% of the budget) for statistical functions. The Ministry also complies with the Data Protection Act, 2019, to ensure the secure and responsible handling of sensitive statistical data. The Statistics Division requires six positions, of which five are currently filled. Statistical activities are incorporated into departmental budgets, including provisions for ICT infrastructure improvements and adequate workspace to support the establishment and functioning of the data bank office.

Ministry of Works and Transport statistical products include:

- MoWT Annual Statistics Abstract
- Strategic Plan for Statistics
- Quarterly statistics outlooks
- NSI framework
- Survey reports

User satisfaction assessments are not conducted due to funding constraints.

2.4 SWOT Analysis

STRENGTHS	WEAKNESSES
• Strong institutional and legal mandate • Skilled technical personnel and institutional expertise • Established synergies with MDAs and other stakeholders • Strong leadership and administrative systems	• Inadequate fund allocation towards statistical operations • Fragmented and non-integrated data systems across MDAs. • Limited appreciation and utilisation of statistics • Delays in data submission, validation and dissemination
OPPORTUNITIES	**THREATS**
• Evolving technology • UBOS technical support • Growing demand for evidence-based planning • Availability of international statistical standards • Potential donor support • Coordination from MDAs • Management buy-in	• Rapidly evolving technologies with slow adaptation and adoption • Increasing costs of ICT infrastructure • Low appreciation of statistics • Resistance to institutional reforms and changes in data management systems

2.5 Challenges, Risks and Mitigation Measures

Challenges	Risks
• Insufficient fund allocation towards statistical activities • Understaffing and a limited institutional staff structure to support statistical operations • Weak methodologies for some indicators • Inadequate ICT infrastructure and limited access to modern statistical tools and software • Lack of specialised designated field vehicles for transportation during the implementation of statistical activities	• Cybersecurity risks • Failure to report on indicators that require surveys • Delayed and incomplete data collection and reporting • Failure to provide the requisite specialised transport equipment for statistical production • Non-compliance with national and international statistical reporting requirements and standards • Inability to effectively monitor and evaluate program performance • Reduced confidence in official statistics due to poor quality or untimely data

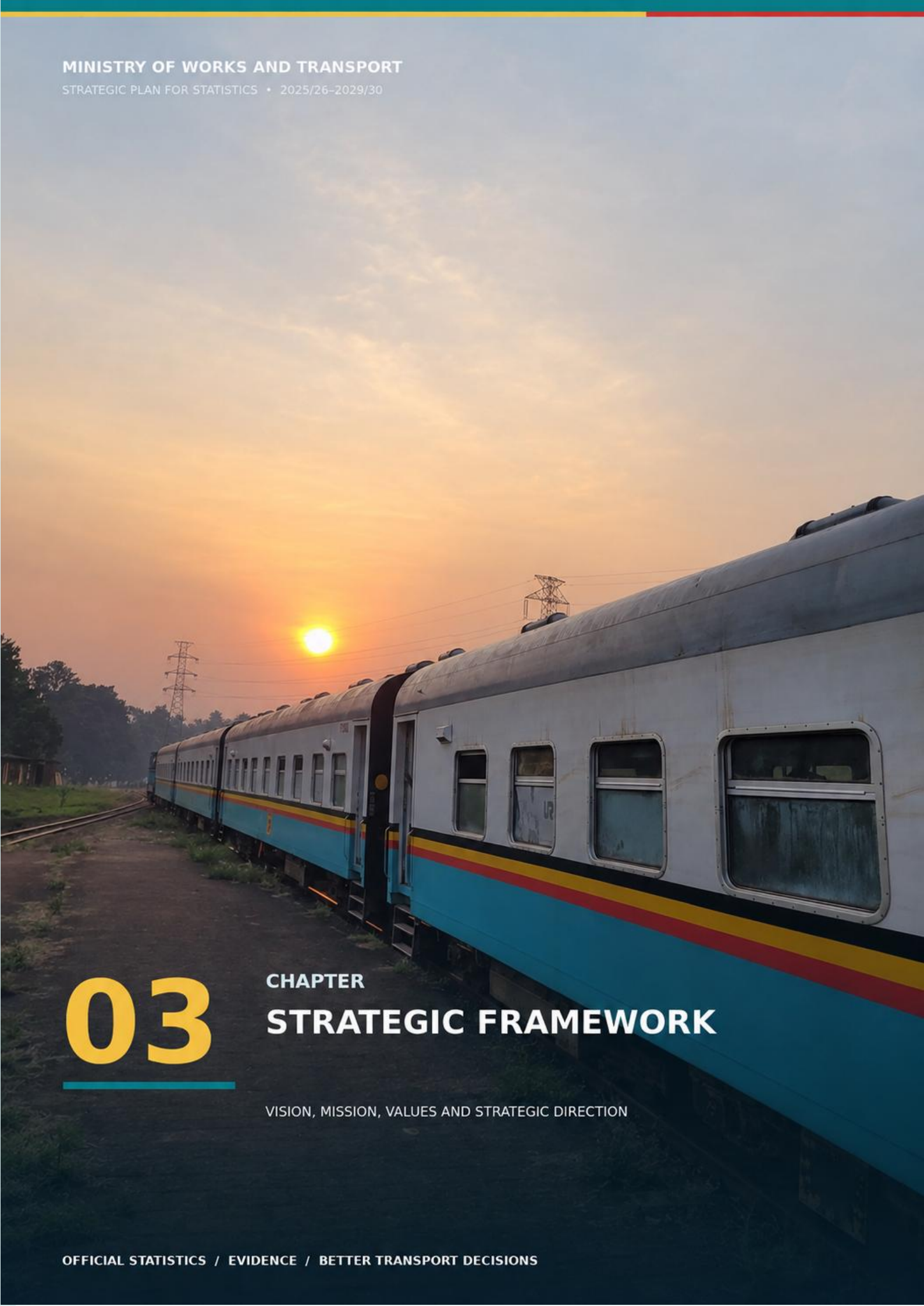
Mitigation measures

- Advocating for the recruitment and filling vacant statistical positions, and reviewing the staff establishment structure in affiliated institutions
- Advocating for enhanced funding allocation for statistical activities
- Strengthening cyber security measures
- Strengthening monitoring, supervision and quality assurance mechanisms
- Promoting appreciation and utilisation of statistics

2.6 Priorities over the next five years

The Ministry has identified the following priority interventions:

- Timely compilation and dissemination of annual statistical abstracts and outlooks
- Update on NSI framework, Africa Agenda 2063 and SDGs
- Strengthening stakeholder coordination
- Strengthening statistical capacity
- Operationalisation and safeguarding of the WTSS (cyber security)
- Standardise reporting formats to support administrative data systems
- Improving the dissemination and use of statistics
- Filling vacant statistical positions
- Mid-term review of SPS



CHAPTER

03 STRATEGIC FRAMEWORK

VISION, MISSION, VALUES AND STRATEGIC DIRECTION

CHAPTER 3: STRATEGIC FRAMEWORK

This Strategic Plan is guided by the direction set out in the Plan for National Statistical Development IV (PNSD IV) Strategic Framework and is aligned with national development priorities and international statistical standards. It articulates the Ministry of Works and Transport's commitment to strengthening the production, management, dissemination, and use of quality official statistics to support evidence-based planning, policy formulation, monitoring, and evaluation across the ITIS Program.

3.1 Vision and Mission

Vision

A reliable, efficient and coordinated Ministry of Works and Transport Statistical System.

Mission

To provide quality statistics and statistical services that support development processes.

3.1.1 Core Values

The Ministry shall be guided by the following values in statistical production and management:

- Professionalism
- Integrity
- Client Centric
- Team work
- Excellence
- Accountability/transparency

These values will promote credibility, accountability, inclusiveness, and responsiveness in the production and use of statistics.

3.2 Strategic Goal

A demand-driven Ministry of Works and Transport statistical system that supports national development.

3.3 Strategic Objectives

The Ministry's Strategic Objectives are aligned with the PNSD IV Strategic Framework and tailored to the Ministry's mandate and statistical priorities.

Strategic Objective 1: Strengthen systems for data production and development.

Strengthening systems for data production, dissemination, and communication of quality statistics requires establishing robust mechanisms to enhance data quality, timeliness, and reliability across the entire statistical value chain.

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

This objective promotes wider visibility, accessibility and utilisation of statistics to internal and external stakeholders.

Strategic Objective 3: Enhance human resource capacity for statistics production.

This objective focuses on strengthening the Ministry's statistical capacity to effectively support the National Statistical System (NSS). It entails ensuring an adequate and competent human

resource base, both in terms of staffing levels and the requisite technical skills to manage statistical functions within the Ministry.

Strategic Objective 4: Enhance coordination, cooperation and partnerships for statistics production.

This objective seeks to strengthen collaboration and substitute strategic partnerships within and beyond the National Statistical System (NSS) to enhance the relevance, quality, and sustainability of official statistics.



CHAPTER

04 STRATEGIES FOR IMPROVING STATISTICS

PRIORITY INTERVENTIONS FOR BETTER DATA AND EVIDENCE

CHAPTER 4: STRATEGIES FOR IMPROVING STATISTICS PRODUCTION AND DEVELOPMENT

4.1 Introduction

This chapter presents the strategic interventions and actions the Ministry of Works and Transport will implement to strengthen statistical production, management, dissemination, and use during FY 2025/26–2029/30. The strategies are derived directly from the Situation Analysis findings and aligned with the Strategic Objectives outlined in Chapter Three and the PNSD IV framework.

The proposed interventions address institutional, technical, coordination, and capacity gaps identified in the Ministry's statistical system, including fragmentation of data systems, inadequate staffing, limited standardisation, weak dissemination mechanisms, and insufficient funding.

The chapter is structured around four Strategic Objectives, each presenting the key issues, strategic interventions, and specific activities required to strengthen the Ministry's statistical system. Cross-cutting issues such as gender, equity, inclusiveness, and data ethics are mainstreamed across all interventions to ensure production of inclusive, reliable, and policy-relevant statistics.

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

Key issues

The Ministry of Works and Transport faces significant weaknesses in systems supporting data production and management. Data remains fragmented across departments, divisions, and line agencies, with limited system interoperability and a lack of standardised concepts, methodologies, and reporting frequencies, resulting in inconsistencies, duplication, and poor comparability of statistics. Although the Works and Transport Statistics System (WTSS) was developed as a centralised repository, it is not yet fully operationalised. As a result, multiple parallel data collection systems and manual processes persist, causing inefficiencies, data collection fatigue, delays in data availability, and increased risks due to weak storage infrastructure, inadequate backup mechanisms, and limited compliance with national statistical standards.

Table 4.1: Strengthen systems for data production and development

Strategic Objective	Strategic Interventions	Specific Activities
Strengthen systems for data production and development.	Establish and operationalise integrated and standardised data production systems to ensure coherence, comparability and efficiency across the program.	i. Develop and implement standard operating procedures (SOPs), standard data collection tools and reporting templates for use across departments, divisions and agencies. ii. Review and automate data collection and reporting processes to reduce manual systems and minimise duplication.

Strategic Objective	Strategic Interventions	Specific Activities
		iii. Strengthen administrative data systems and promote their use as primary sources for official statistics where appropriate. iv. Develop and Integrate geospatial and geo-referencing technologies into data production processes to enhance spatial analysis and planning. v. Conduct demand-driven surveys and studies to fill critical data gaps that cannot be addressed through administrative data. vi. Operationalise and maintain the WTSS as a centralised data bank for the Ministry and its line agencies.
	Strengthen data management, storage and security infrastructure to support reliable and sustainable statistical operations.	i. Procure, install and maintain appropriate ICT infrastructure, including hardware, software, servers and networking equipment to support statistical production.
	Enhance compliance with national and international statistical standards, guidelines and methodologies in data production and reporting.	i. Conducting workshops to review and standardise data concepts, definitions, indicators, methodologies and reporting frequencies in line with UBOS and NSI frameworks and guidelines.

System-strengthening interventions will mainstream gender, equity, environmental sustainability, and other cross-cutting issues across all statistical processes. Data production systems will be designed to capture gender-disaggregated and equity-sensitive indicators, while ICT solutions will enhance accessibility and inclusiveness for all users. In addition, strict adherence to data protection, confidentiality, and ethical standards will be upheld to safeguard data integrity and maintain trust and credibility in official statistics.

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

Key issues

Despite improvements in statistical production and dissemination, the effective use of data within the Ministry of Works and Transport needs to be enhanced. While statistical outputs are shared with some key stakeholders, dissemination to other stakeholders is constrained by insufficient fund allocation and weak dissemination mechanisms. In addition, statistical

products are not consistently packaged in user-friendly formats. Limited awareness, weak feedback mechanisms, and low statistical literacy among some users further reduces the uptake and use of statistics for planning, policy formulation, monitoring and evaluation.

Table 4.2: Enhance dissemination, uptake and use of statistics

Strategic Objective	Strategic Interventions	Specific Activities
Enhance dissemination, uptake and use of statistics	Strengthen dissemination mechanisms and channels to ensure timely and wide access to official statistics	i. Develop and implement a comprehensive statistics dissemination and communication strategy for the Ministry. ii. Regularly update and maintain the Ministry website, digital platforms and data portals to improve access to statistical information. iii. Produce and disseminate key statistical products, including annual statistical abstracts, annual performance reports, statistical outlooks, policy briefs and dashboards. iv. Develop and operationalize a statistical release calendar to guide timely production and dissemination of statistical products.
	Enhance feedback and engagement between data producers and users to continuously improve the relevance and quality of statistics.	i. Develop and maintain a statistical compendium of definitions, metadata and methodologies to enhance transparency and correct interpretation of statistics. ii. Conduct user satisfaction assessments and surveys.

Gender, equity, and other cross-cutting issues will be integrated and addressed by ensuring inclusive access to statistical information and promoting the production and use of gender-responsive and equity-sensitive data. Communication products will be designed to be accessible to diverse user groups, while strengthened feedback mechanisms will support the identification and resolution of data gaps affecting vulnerable and marginalised populations.

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

Key issues

The Ministry continues to face significant capacity constraints affecting statistical production, management, and utilisation. The Statistics, Monitoring and Evaluation Department and line agencies remain understaffed relative to their approved structure. This leads to work overload, delayed reporting, and limited capacity for advanced analysis and innovation, as well as reduced responsiveness to emerging data demands under NDP IV, the NSI framework, SDGs, and

program reporting requirements. Additionally, many departments and line agencies lack adequately trained personnel in statistical production, while limited professional development opportunities and weak data literacy further undermine the sustainability of statistical capacity within the Ministry.

Table 4.3: Enhance human resource capacity for statistics production

Strategic Objective	Strategic Interventions	Specific Activities
Enhance human resource capacity for statistics production	Strengthen human resource capacity for statistics through recruitment, deployment and retention of qualified personnel	i. Advocate for the review of the existing staffing structures to accommodate more statistical staff. ii. Advocate for filling of vacant statistical positions.
	Establish sustainable capacity development mechanisms, including mentorship, knowledge transfer and partnerships with training institutions and UBOS.	i. Conduct a comprehensive statistical training needs assessment for staff in the Ministry and its line agencies. ii. Build the capacity of departmental and agency statistics focal persons and data point officers in statistical production and management. iii. Facilitate staff participation in national, regional and international statistical forums, trainings and professional networks in collaboration with UBOS and other partners.

Capacity building programs will be designed to promote inclusivity, equal access, and gender balance, while strengthening capacity to produce and analyse gender-disaggregated and equity-sensitive statistics. These interventions will enhance the Ministry's ability to generate inclusive, high-quality data that inform policies and programmes responsive to the needs of all population groups.

4.1.4 Strategic Objective 4: Enhance coordination, cooperation and partnerships for Statistics production

Key issues

Statistical coordination remains largely ad hoc, with no fully operationalised or standardised data management and sharing frameworks, resulting in fragmented systems, duplication of efforts, inconsistent reporting, and delays in data validation and submission. Limited appreciation of statistics among stakeholders, disruptions due to RAPEX reforms and NDP adjustments, weak partnerships and insufficient financing mechanisms have further constrained coordinated statistical planning and utilisation across the program.

Table 4.4: Enhance coordination, cooperation and partnerships for Statistics production

Strategic Objective	Strategic Interventions	Specific Activities
Enhance coordination, cooperation and partnerships for statistics production.	Strengthen institutional coordination mechanisms for statistics to promote effective collaboration among internal departments, line agencies and external stakeholders within the NSS.	i. Designate and formalise statistics focal persons with all Departments, Divisions and line Agencies to serve as primary contact points. ii. Organise periodic statistics awareness and sensitisation workshops targeting senior management, technical staff and data providers to enhance appreciation and use of statistics in planning and decision-making.
	Enhance partnerships and collaboration with UBOS, MDAS, development partners, academia and the private sector to leverage technical expertise, resources and innovations in statistical production and use	i. Develop and review formal collaboration arrangements, including signing Memoranda of Understanding (MoUs) with strategic partners to support development, capacity building and quality assurance.
	Promote statistical advocacy and sustainable financing mechanisms to improve ownership, visibility, and prioritisation of statistics at both technical and policy levels.	i. Develop and implement a statistical advocacy and resource mobilisation plan, including preparation of funding proposals and integration of statistical activities into annual work plans and budgets.



05

CHAPTER
FINANCING PLAN

RESOURCING IMPLEMENTATION OVER FIVE YEARS

CHAPTER 5: FINANCING PLAN

5.1 Introduction

This section presents the cost of the plan and the Financing of the Plan for statistical activities within the MoWT Strategic Plan for Statistics.

5.1 Introduction

The table in Annex 3 gives a detailed estimate of the cost of the outputs over the period of five years by strategic objective and financial year. The total budget is projected at UGX 45.5 billion.

Table 5.1: Summary of the SPS plan (UGX Bn)

Strategic Objectives	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Strengthen Systems for Data Production and Development	3	5	5	4.5	4	21.5
Enhance Dissemination, Uptake and Use of Statistics	2	2	2	2	2	21.510
Enhance human resource capacity for statistics production	0	1	1	1	1	4
Enhance coordination, cooperation and Partnerships for Statistics production	0.5	2	2.5	2.5	2.5	10
TOTAL	5.5	10	10.5	10	9.5	**45.5**

Financing the Plan

The financing plan shall include Ministry funds and contributions from Development Partners.



CHAPTER

06

IMPLEMENTATION, MONITORING AND EVALUATION

TURNING THE STRATEGY INTO MEASURABLE RESULTS

CHAPTER 6: IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

This chapter outlines the mechanisms for implementing, monitoring, and evaluating the Ministry of Works and Transport (MoWT) Strategic Plan for Statistics (SPS) for the period FY 2025/26–2029/30. It defines the institutional arrangements, coordination structures, roles and responsibilities of key stakeholders, and reporting frameworks that will guide execution of the Plan.

The chapter further elaborates how the Ministry will operationalise the SPS within existing administrative and programmatic structures, including alignment with the Integrated Transport, Infrastructure and Services (ITIS) Program, the National Development Plan IV (NDP IV), and the Plan for National Statistical Development (PNSD IV). It also establishes accountability arrangements to ensure that implementation remains systematic, coordinated, and results-oriented.

6.2 Implementation mechanisms

Implementation of the SPS will be anchored within the existing institutional and governance framework of the Ministry, with clearly defined coordination and oversight responsibilities.

Institutional Arrangements and Supporting Structures for Implementation

The SPS will be implemented under the leadership of the Statistics, Monitoring and Evaluation (SME) Department, with oversight from the Permanent Secretary. The SME Department will serve as the Secretariat, coordinating statistical production, validation, reporting, and managing the Works and Transport Statistics System (WTSS) as the central data repository.

The Ministry Statistics Committee will provide technical oversight and quality assurance by reviewing outputs, ensuring compliance with standards, monitoring progress, and guiding corrective actions. Departmental and Agency Statistics Focal Persons will support data production, ensure timely reporting, and promote data quality and use.

The PNSD IV Focal Person will coordinate implementation, convene committee meetings, and liaise with the Uganda Bureau of Statistics (UBOS). Implementation will be integrated into annual work plans and budgets for the respective Departments and Agencies to ensure sustainability.

Statistical structures that support implementation of the SPS:

Structure	Role
Statistics, Monitoring and Evaluation Department	• Coordinates statistical production, consolidation, validation and reporting • Operationalise and maintain the WTSS • Provide technical support to departments and line agencies • Prepare periodic statistical reports • Monitor and evaluate the statistical activities
Ministry statistics committee	• Coordination and quality assurance of statistical data • Review and validation of statistical products • Monitor implementation of SPS
Department and Agency statistics focal persons	• Coordinate the production of data within respective departments • Ensure timely submission of data • Promote data quality assurance at source • Facilitate the dissemination and internal use of statistical information
Works and Transport Statistics System (WTSS)	• Central data repository for the Ministry

Roles of Stakeholders in the Implementation of SPS

The effective implementation of the SPS will rely on the active participation and clearly defined roles of stakeholders, each contributing to data generation, validation, coordination, and the promotion of evidence-based planning and decision-making. These roles will be categorised as outlined below.

Contributor	Role
Ministry Departments and Divisions	• Generate both primary and secondary data in accordance with agreed standards and reporting templates. • Designate statistics focal persons. • Participate in data validation and review processes. • Integrate statistics into planning, budgeting and performance reporting.
Higher Local Governments (HLGs)	• Generate and submit District and urban transport statistics. • Support data validation exercises and field data collection. • Facilitate the dissemination of Program statistics at the local levels.

Contributor	Role
Line MDAs	• Produce program-specific administrative and survey data. • Nominate representatives to the statistics committee • Align reporting with Ministry standards and NSI requirements. • Participate in joint performance reviews and statistical platforms.
Uganda Bureau of Statistics	• Provide technical guidance on statistical standards, methodologies and quality assurance. • Support capacity building and evaluation of SPS implementation. • Coordinate national-level reporting under the PNSD IV and NSI frameworks. • Collaborate in user satisfaction surveys and methodological development.
Civil Society Organisations (CSOs) and academia	• Provide complementary data and analytical insights • Participate in data-user forums and dissemination platforms. • Support evidence-based advocacy and research.
Leadership (Permanent Secretary and Senior management	• Provide strategic direction and policy oversight. • Approve statistical products and annual implementation plans. • Mobilise resources for SPS implementation. • Promote a culture of evidence-based decision-making.
Development partners	• Provide financial and technical support for statistical system strengthening. • Support capacity building, ICT modernisation, and survey activities. • Participate in joint sector reviews and data validation processes.
Other stakeholder	• Engage in dissemination forums. • Provide feedback on data products and services. • Promote utilisation of statistical outputs.

6.3 Monitoring and Evaluation

Monitoring and Evaluation (M&E) will play a central role in guiding implementation of the Strategic Plan for Statistics (SPS) over the five-year period. The M&E framework will provide a systematic mechanism for tracking implementation progress, assessing performance against planned outputs and outcomes, identifying implementation bottlenecks and emerging risks, and informing corrective action and continuous improvement.

The framework adopts a results-based approach anchored in the Logical Framework (Annex 2) and aligned to the requirements of the PNSD IV, NDP IV, and other national statistical standards and reporting frameworks. Monitoring and Evaluation will further support evidence-based decision-making, accountability, transparency, institutional learning, and efficient utilisation of resources for statistical development within the Ministry of Works and Transport.

Objectives of Monitoring and Evaluation

The M&E framework shall specifically seek to:

i. Track implementation of SPS strategic interventions and activities;
ii. Measure progress towards achievement of planned outputs, outcomes, and strategic objectives;
iii. Assess effectiveness, efficiency, relevance, sustainability, and impact of SPS interventions;
iv. Identify implementation bottlenecks, emerging risks, and corrective actions required;
v. Strengthen accountability, transparency, and performance management in statistical production and management;
vi. Enhance coordination and collaboration among departments, agencies, and stakeholders involved in statistical development;
vii. Promote compliance with national statistical standards, frameworks, and reporting requirements; and
viii. Support institutional learning and continuous improvement of the Ministry statistical system.

Anticipated Challenges and Mitigation Strategies under M&E

Challenges	Mitigation measures
1. Inadequate allocation of funding for statistics. 2. Inadequate staffing levels within the MoWT and line agencies may constrain timely monitoring and reporting. 3. Delayed submission of valid data from departments and line agencies affects the completeness and timeliness of monitoring reports. 4. Limited appreciation of statistics and M&E processes among some stakeholders, leading to weak ownership. 5. ICT infrastructure constraints, including software/application licensing, data storage, backup and security. 6. Limited adoption and adaptation to modern technologies 7. Lack of specialised logistical materials and transport equipment	• Integrate M&E activities into annual work plans and budgets to ensure sustained financing. • Advocate for staff structural review and recruitment of qualified statistical staff; • Strengthen the functionality of the Ministry Statistics Committee to ensure that reporting standards and timelines are adhered to. • Conduct statistical advocacy and sensitisation sessions to improve appreciation and ownership by stakeholders. • Operationalise and maintain the Works and Transport Statistics System (WTSS) to streamline reporting and data management; • Collaborate with UBOS for technical support in methodological development and evaluation exercises.

Relevance to the Logical Framework

The Monitoring and Evaluation framework is directly anchored in the Logical Framework (Annex 2), which defines the Strategic Objectives, Strategic Interventions, Activities, Objectively Verifiable Indicators (OVIs), Means of Verification (MOVs), and assumptions and risks for implementation of the SPS.

Monitoring activities shall rely on the indicators and targets defined in the Logical Framework to assess implementation progress and measure performance systematically. Mid-term and end-term evaluations shall assess the overall effectiveness, efficiency, relevance, sustainability, and impact of the SPS.

The linkage between the M&E framework and the Logical Framework will ensure that performance measurement remains objective, measurable, results-oriented, and aligned with national and international development frameworks.

6.3.1 Monitoring

Monitoring of SPS implementation shall be coordinated by the Statistics, Monitoring and Evaluation (SME) Department in collaboration with departments, divisions, line agencies, and Statistics Focal Persons. Monitoring data shall be collected, validated, analysed, and consolidated through departmental reporting systems, administrative data systems, and the Works and Transport Statistics System (WTSS).

Monitoring activities shall include:

i. Preparation of quarterly and annual progress reports on implementation of SPS interventions and activities;
ii. Regular Statistics Committee meetings to review implementation progress and reporting compliance;
iii. Periodic data validation and quality assurance exercises to ensure accuracy, consistency, completeness, and reliability of statistical information;
iv. Annual performance reviews aligned with national reporting cycles and sector performance frameworks;
v. Tracking of output and outcome indicators defined in the Logical Framework; and
vi. Monitoring implementation risks, challenges, and mitigation measures.

Monitoring shall specifically assess:

i. Progress against planned activities and targets;
ii. Delivery of planned outputs and outcomes;
iii. Timeliness and quality of statistical reporting;
iv. Utilisation of financial, human, and ICT resources;
v. Functionality and utilisation of statistical systems and databases; and
vi. Emerging implementation challenges and corrective actions undertaken.

6.3.2 Evaluation

The Ministry shall conduct periodic evaluations to assess the overall performance and effectiveness of the SPS. Evaluations shall adopt participatory and results-based approaches involving key stakeholders, including departments, line agencies, Uganda Bureau of Statistics, development partners, and other relevant actors within the National Statistical System (NSS).

The following evaluations shall be undertaken:

Mid-Term Evaluation:

A Mid-Term Evaluation shall be conducted midway through implementation of the SPS to assess progress achieved, identify implementation gaps and constraints, review emerging priorities, and recommend corrective actions and adjustments where necessary.

End-Term Evaluation:

An End-Term Evaluation shall be conducted at the end of the implementation period to assess the overall effectiveness, efficiency, relevance, sustainability, and impact of the SPS in strengthening the Ministry statistical system.

Evaluation findings and recommendations shall inform future statistical planning, policy review, institutional learning, and continuous improvement of statistical production and management systems. UBOS shall provide technical guidance and support during evaluation exercises to ensure alignment with national statistical standards and performance assessment frameworks.

6.3.3 Reporting Arrangements

Implementation progress and performance under the SPS shall be reported through the following mechanisms:

i. Quarterly internal progress briefs;
ii. Quarterly monitoring and performance reports;
iii. Annual statistical performance reports;
iv. Statistical abstracts, outlooks, and sector analytical reports;
v. Contributions to National Annual Performance Reports (NAPRs) and other national reporting frameworks; and
vi. Mid-term and End-term Evaluation Reports.

The SME Department, through the Division of M&E shall coordinate preparation, consolidation, and dissemination of implementation reports in collaboration with departments, divisions, and line agencies. Reports shall be disseminated to relevant national and international stakeholders to support accountability, planning, policy formulation, and evidence-based decision-making.



ANNEXES

OFFICIAL STATISTICS/ EVIDENCE/ BETTER TRANSPORT DECISIONS

Annex 1: Data production schedule by the Works and Transport Sector

S/N	Data /statistics produced	Indicator	Frameworks to which Sector responds	Level of disaggregation	Data source	Frequency of production	Level of demand	Users of the statistics	Dissemination Channel
1.	Travel time	Average travel time on roads	NITMP, NSI and NDP IV	GKMA roads	Surveys	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to OPM, NPA, MoFPED, media, dashboards and the MoWT website.
				National roads	Surveys	Annual	High		
				District roads	Surveys	Annual	High		
				KCCA roads	Surveys	Annual	High		
				Urban roads	Surveys	Annual	High		
2.	Road condition	% Of the network in fair to good condition.	NITMP, NSI and NDP IV	National roads: Paved/ unpaved	Surveys	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to OPM, NPA, MoFPED, media, dashboards and MoWT website.
				District roads: unpaved	Surveys	Annual	High		
				Urban roads: Paved/ unpaved	Surveys	Annual	High		
				KCCA Roads: Paved/ unpaved	Surveys	Annual	High		
3.	Paved road stock	Number of Kms paved	NITMP, NSI and NDP IV	National roads	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners,	Annual statistics abstracts, periodic statistics outlooks, reports to OPM, NPA, MoFPED, media,
				GKMA roads	Administrative	Annual	High		
				Urban roads	Administrative	Annual	High		
				KCCA Roads	Administrative	Annual	High		

Annex 1: Data production schedule by the Works and Transport Sector

								academia and other MDAs	dashboards and MoWT website.
		% of the progress made on the implementation of Trans-African Highway Missing link	NSI, SDGs and African Agenda 2063	National roads	Administrative	Annual	High	MoWT, UBOS and Development partners	Annual statistics abstracts, periodic statistics outlooks, reports to OPM, NPA, MoFPED, media, dashboards and MoWT website.
4.	Road safety	Number of fatalities per 100,000 persons (roads)	NITMP, NSI and NDP IV	National	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to OPM, NPA, MoFPED, media, dashboards and MoWT website.
		Number of fatalities on roads	NITMP, NSI and NDP IV		Administrative	Annual	High		
		Number of registered vehicles	NITMP, NSI and NDP IV		Administrative	Annual	High		
5.	Road construction/ maintenance cost	Unit (per km) cost of road works	NITMP, NSI, and NDP IV	National roads (Paved /unpaved)	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media,
				District roads (paved/unpaved)	Administrative	Annual	High		

Annex 1: Data production schedule by the Works and Transport Sector

								partners, academia and other MDAs	dashboards and MoWT website.
				Urban roads (paved/unpaved)	Administrative	Annual	High		
				Community access roads (paved/unpaved)	Administrative	Annual	High		
6.	Rural accessibility	% of rural population living within 2 km of all-weather road	NITMP, NSI, and NDP IV	National, District	census	Every three years	High	MoWT, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website
		Km of all year motorable access Community Access Roads	NITMP, NSI, and NDP IV	District, National	census	Annual	High		
		Number of concrete bridges constructed on the DUCAR network	NITMP, NSI, and NDP IV	District, National	Survey	Annual	Medium		
		Number of cable foot bridges constructed on the DUCAR network	NITMP, NSI, and NDP IV	• District roads • Urban roads • CARs	Administrative	Annual	Medium		

Annex 1: Data production schedule by the Works and Transport Sector

7.	Road maintenance and rehabilitation	Km of roads maintained and rehabilitated	NITMP, NSI, and NDP IV	• National roads • District roads • Urban roads • KCCA roads • GKMA roads	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
8.	Compliance with axle load regulation	Number of Vehicles weighed	NITMP, NSI, and NDP IV	National	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
		Number of Overloaded Vehicles					High		
		Overloaded Vehicles (% of total controlled)					High		
9.	Rail freight volume	Freight cargo	NITMP, NSI, SDP and NDP IV	National	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
10.	Rail productivity	Km/ locomotive/ day.	NITMP, NSI, SDP and NDP IV	National	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED,	Annual statistics abstracts, periodic statistics outlooks,

Annex 1: Data production schedule by the Works and Transport Sector

								UBOS, Development partners, academia and other MDAs	reports to NPA, MoFPED, media, dashboards and MoWT website.
11.	Travel time on rail	Travel time	NITMP, NSI, SDP and NDP IV	National • Rail cargo • Passengers	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
12.	Rail productivity	% of the progress made on the implementation the African High Speed Rail Network	NSI, SDGs and African Agenda 2063	National	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
13.	Air Traffic	Total passengers (air)	NITMP, NSI, SDP and NDP IV	Annual total: • International • domestic	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website

Annex 1: Data production schedule by the Works and Transport Sector

		Air Cargo Traffic	NITMP, NSI, SDP and NDP IV	Exports Imports	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
		Domestic Air Passenger Flow	NITMP, NSI, SDP and NDP IV	Arrivals Departures	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
		Traffic through Upcountry Aerodromes	NITMP, NSI, SDP and NDP IV	National • Passengers • Cargo	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
14.	Water Traffic	Freight on Lake Victoria ferries	NITMP, NSI, SDP and NDP IV	• Lake Victoria ferries • KIS	Administrative	Annual	High	MoWT, OPM, OP, NPA, MoFPED, UBOS,	Annual statistics abstracts, periodic statistics outlooks, reports to NPA,

Annex 1: Data production schedule by the Works and Transport Sector

		Availability of Ferries (National roads)	NITMP, NSI, SDP and NDP IV	National roads	Administrative	Annual	High	Development partners, academia and other MDAs	MoFPED, media, dashboards and MoWT website.
15.	Cross-cutting issues	Number of vehicle emissions measurements and calibration stations established	NITMP, NSI, SDP, SDGs and NDP IV	Infrastructure projects	Administrative	Annual	medium	MoWT, OPM, OP, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website.
		Number of Gender awareness campaigns conducted	NITMP, NSI, SDP, SDGs and NDP IV	Infrastructure projects	Administrative	Annual	medium		
		HIV/AIDS Interventions (Number)	NITMP, NSI, SDP, SDGs and NDP IV	Infrastructure projects	Administrative	Annual	medium		
		Occupational Health and Safety-Accidents at the Workplace (No.)	NITMP, NSI, SDP, SDGs and NDP IV	Infrastructure projects	Administrative	Annual	medium		
16.	Resilience and climate change adaptation	% of transport projects with approved Environmental	NITMP, NSI, SDGs and NDP IV	Infrastructure projects	Administrative	Annual	High	MoWT, NPA, MoFPED, UBOS, Development	Annual statistics abstracts, periodic statistics outlooks, reports to NPA,

Annex 1: Data production schedule by the Works and Transport Sector

		Impact Assessments (EIAs)						partners, academia and other MDAs	MoFPED, media, dashboards and MoWT website
17.	Building Permits	Building Permits through to the BIMS	NITMP, NSI, SDP and NDP IV	National (Applications, issued)	Administrative	Annual	High	MoWT, NPA, MoFPED, UBOS, Development partners, academia and other MDAs	Annual statistics abstracts, periodic statistics outlooks, reports to NPA, MoFPED, media, dashboards and MoWT website
18.	Occupation Permits	No. of Occupation Permits through to the BIMS	NITMP, NSI, SDP and NDP IV	National (Applications, issued)	Administrative	Annual	High	MoWT, UBOS NPA, NBRB, Development partners, researchers	APR, NBRB Website, dissemination meetings
		No. of Building Committees established	NSIs, NDPIV	Disaggregated per NBRB	Administrative	Annual	High	MoWT, UBOS NPA, NBRB, Development partners, researchers	APR, NBRB Website, dissemination meetings

Annex 2: Logical framework matrix				
(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				
Establish and operationalise integrated and standardised data production systems to ensure coherence, comparability and efficiency across the program.	Develop and implement standard operating procedures (SOPs), standard data collection tools and reporting templates for use across departments, divisions and agencies.	Percentage of MDAs using standardised data collection tools and reporting templates	Statistical reports	1. Timely availability of data. 2. Availability of funds 3. Commitment from stakeholders
		Number of staff trained on standardized statistical tools and SOPs	Statistical reports	
		Number of updated data collection tools	Statistical reports	
	Review and automate data collection and reporting processes to reduce manual systems and minimise duplication.	Number of manual reporting systems replaced with digital systems	ICT reports	
	Strengthen administrative data systems and promote their use as primary sources for official statistics where appropriate.	Number of departments/agencies regularly submitting administrative data	Statistical reports	
	Integrate geospatial and geo-referencing technologies into data production processes to enhance spatial analysis and planning.	Percentage of infrastructure projects geo-referenced	Statistical reports	
		Number of staff trained in GIS and geo-spatial technologies	Human resource reports	

Annex 2: Logical framework matrix				
		Number of spatial analysis reports/maps produced	Statistical reports	
	Conduct demand-driven surveys and studies to fill critical data gaps that cannot be addressed through administrative data.	Number of surveys and studies conducted	Statistical reports	
	Operationalise and maintain the WTSS as a centralised data bank for the Ministry and its line agencies.	Number of departments/agencies actively using WTSS	Statistical reports	
Strengthen data management, storage and security infrastructure to support reliable and sustainable statistical operations.	Procure, install and maintain appropriate ICT infrastructure, including hardware, software, servers and networking equipment to support statistical production.	Number of computer hardware and software procured	Procurement reports	
		Data recovery and backup plans developed.	ICT report	
		Number of computers procured and networked	Procurement reports	
		Number of licenses of statistical software and non-statistical software	Procurement reports	
Enhance compliance with national and international statistical standards, guidelines and methodologies in data production and reporting.	Conducting workshops to review and standardise data concepts, definitions, indicators, methodologies and reporting frequencies in line with UBOS and NSI frameworks and guidelines.	Number of MDAs participating in the review workshop	Statistical reports	
		Number of standardised data concepts, definitions and indicators approved and adopted	Statistical reports	

Annex 2: Logical framework matrix				
Strategic objective 2: Enhance dissemination, uptake and use of statistics				
Strengthen dissemination mechanisms and channels to ensure timely and wide access to official statistics.	Develop and implement a comprehensive statistics dissemination and communication strategy for the Ministry.	Approved statistics dissemination and communication strategy developed and implemented.	Dissemination reports	Availability of funds
	Regularly update and maintain the Ministry website and other digital platforms to improve access to statistical information.	Number of statistical datasets/reports uploaded on digital platforms	Statistical reports	
	Produce and disseminate key statistical products, including annual statistical abstracts, annual performance reports, statistical outlooks, briefs and dashboards.	Number of statistical products produced and disseminated	Statistical reports	
	Developing a release calendar for statistical products	Approved statistical release calendar developed and disseminated	Statistical reports	
Enhance feedback and engagement between data producers and users to continuously improve the relevance and quality of statistics.	Develop and maintain a statistical compendium of definitions, metadata and methodologies to enhance transparency and correct interpretation of statistics.	Number of standardised definitions, metadata and methodologies documented	Statistical reports	
	Conduct user satisfaction assessments and surveys.	Number of user satisfaction surveys conducted	Survey reports	
Strategic objective 3: Enhance human resource capacity for statistics production				

Annex 2: Logical framework matrix				
Strengthen human resource capacity for statistics through recruitment, deployment and retention of qualified personnel	Advocate for the review of the staff structures and recruitment of additional staff	Ratio of filled statistical positions to approved establishment	Human resources report	1. Availability of funds 2. Timely release of funds 3. Effective internal and external collaboration
Establish sustainable capacity development mechanisms, including mentorship, knowledge transfer and partnerships with training institutions and UBOS.	Conduct a statistical capacity training needs assessment within the ministry and its line agencies.	Number of MDAs assessed for capacity gaps	Assessment report	
	Build the capacity of departmental and agency statistics focal persons and data point officers in statistical production and management.	Number of staff trained in statistical production and management	Human resource reports	
		Number of capacity-building workshops conducted	Attendance lists	
	Facilitate staff participation in national, regional and international statistical forums, trainings and professional networks in collaboration with UBOS and other partners.	Number of staff participating in statistical forums, trainings and conferences	Human resource reports	
Strategic objective 4: Enhance coordination, cooperation, and partnerships for statistics				
Strengthen institutional coordination mechanisms for statistics to promote effective collaboration among	Designate and formalise statistics focal persons with all Departments, Divisions and line Agencies to serve as primary contact points.	Number of MDAs with formally designated statistics focal persons	Statistical reports	1. Availability of funds 2. Management's willingness to support the initiatives
		Number of MDAs actively submitting statistical	Statistical reports	

Annex 2: Logical framework matrix				
internal departments, line agencies and external stakeholders within the NSS.		reports through focal persons		3. Commitment from implementing stakeholders
	Organize periodic statistics awareness and sensitization workshops targeting senior management, technical staff and data providers to enhance appreciation and use of statistics in planning and decision-making.	Number of awareness and sensitization workshops conducted annually	Minutes of the meeting	
		Number of participants attending statistics sensitisation workshops	Minutes/reports	
Enhance partnerships and collaboration with UBOS, MDAS, development partners, academia and the private sector to leverage technical expertise, resources and innovations in statistical production and use	Develop and review formal collaboration arrangements, including signing Memoranda of Understanding (MoUs) with strategic partners to support development, capacity building and quality assurance.	Amount of financial and technical resources mobilised through partnerships	Budget framework papers	
		Number of collaborative research studies, surveys or statistical projects conducted	Statistical reports	
Promote statistical advocacy and sustainable financing mechanisms to improve ownership, visibility, and prioritisation of statistics at both technical and policy levels.	Develop and implement a statistical advocacy and resource mobilisation plan, including preparation of funding proposals and integration of statistical activities into annual work plans and budgets.	Percentage of statistical activities integrated into annual work plans and budgets.	Budget framework papers	
		Number of funding proposals prepared and submitted	Project proposals	

Annex 3: 5- year cost of the Plan/Budget (Ugx 45.5 Bn)

Strategic Intervention	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	FUND SOURCES
Strategic objective 1: Strengthen systems for data production and development								
Establish and operationalise integrated and standardised data production systems to ensure coherence, comparability and efficiency across the program.	Develop and implement standard operating procedures (SOPs), standard data collection tools and reporting templates for use across departments, divisions and agencies.	-	0.5	0.5	-	-	1	GoU
	Review and automate data collection and reporting processes to reduce manual systems and minimise duplication	0.1	0.2	0.2	0.2	0.2	0.9	GoU
	Strengthen administrative data systems and promote their use as primary sources for official statistics where appropriate	0.1	0.3	0.3	0.3	-	1	GoU
	Develop and integrate geospatial and geo-referencing technologies into data production processes to enhance spatial analysis and planning.	0.8	1	1	1	1	4.8	GoU
	Conduct demand-driven surveys and studies to fill critical data gaps that cannot be addressed through administrative data	1	1.5	1.5	1.5	1.5	7	GoU
	Operationalise and maintain the WTSS as a centralised data bank for the Ministry and its line agencies	0.5	0.5	0.5	0.5	0.5	2.5	GoU
Strengthen data management, storage and security	Procure, install and maintain appropriate ICT infrastructure, including hardware, software, servers and networking	0.2	0.5	0.5	0.5	0.3	2	GoU

Annex 3: 5- year cost of the Plan/Budget (Ugx 45.5 Bn)

Strategic Intervention	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	FUND SOURCES
infrastructure to support reliable and sustainable statistical operations.	equipment to support statistical production.							
Enhance compliance with national and international statistical standards, guidelines and methodologies in data production and reporting	Conducting workshops to review and standardise data concepts, definitions, indicators, methodologies and reporting frequencies in line with UBOS and NSI frameworks and guidelines	0.3	0.5	0.5	0.5	0.5	2.3	GoU
Strategic objective 2: Enhance dissemination, uptake and use of statistics								
Strengthen dissemination mechanisms and channels to ensure timely and wide access to official statistics	Develop and implement a comprehensive statistics dissemination and communication strategy for the Ministry	0.05	0.05	0.05	0.05	0.05	0.25	GoU
	Regularly update and maintain the Ministry website and other digital platforms to improve access to statistical information	0.05	0.05	0.05	0.05	0.05	0.25	GoU
	Produce and disseminate key statistical products, including annual statistical abstracts, annual performance reports, statistical outlooks, briefs and dashboards	1	1	1	1	1	5	GoU
	Developing a release calendar for statistical products	0.05	0.05	0.05	0.05	0.05	0.25	GoU

Annex 3: 5- year cost of the Plan/Budget (Ugx 45.5 Bn)

Strategic Intervention	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	FUND SOURCES
Enhance feedback and engagement between data producers and users to continuously improve the relevance and quality of statistics	Develop and maintain a statistical compendium of definitions, metadata and methodologies to enhance transparency and correct interpretation of statistics	0.05	0.05	0.05	0.05	0.05	0.25	GoU
	Conduct user satisfaction assessments and surveys	0.8	0.8	0.8	0.8	0.8	4	GoU
Strategic objective 3: Enhance Human resource capacity for statistics production								
Strengthen human resource capacity for statistics through recruitment, deployment and retention of qualified personnel.	Advocate for the review of the staff structures and recruitment of additional staff.	-	-	-	-	-	0	GoU
Establish sustainable capacity development mechanisms, including mentorship, knowledge transfer and partnerships with training institutions and UBOS.	Conduct a comprehensive statistical training needs assessment for staff in the Ministry and its line agencies.	-	0.1	0.1	0.1	0.1	0.4	GoU
	Build the capacity of departmental and agency statistics focal persons and data point officers in statistical production and management.	-	0.7	0.7	0.7	0.7	2.8	GoU
	Facilitate staff participation in national, regional and international statistical forums, trainings and professional networks in collaboration with UBOS and other partners.	-	0.2	0.2	0.2	0.2	0.8	GoU

Annex 3: 5- year cost of the Plan/Budget (Ugx 45.5 Bn)

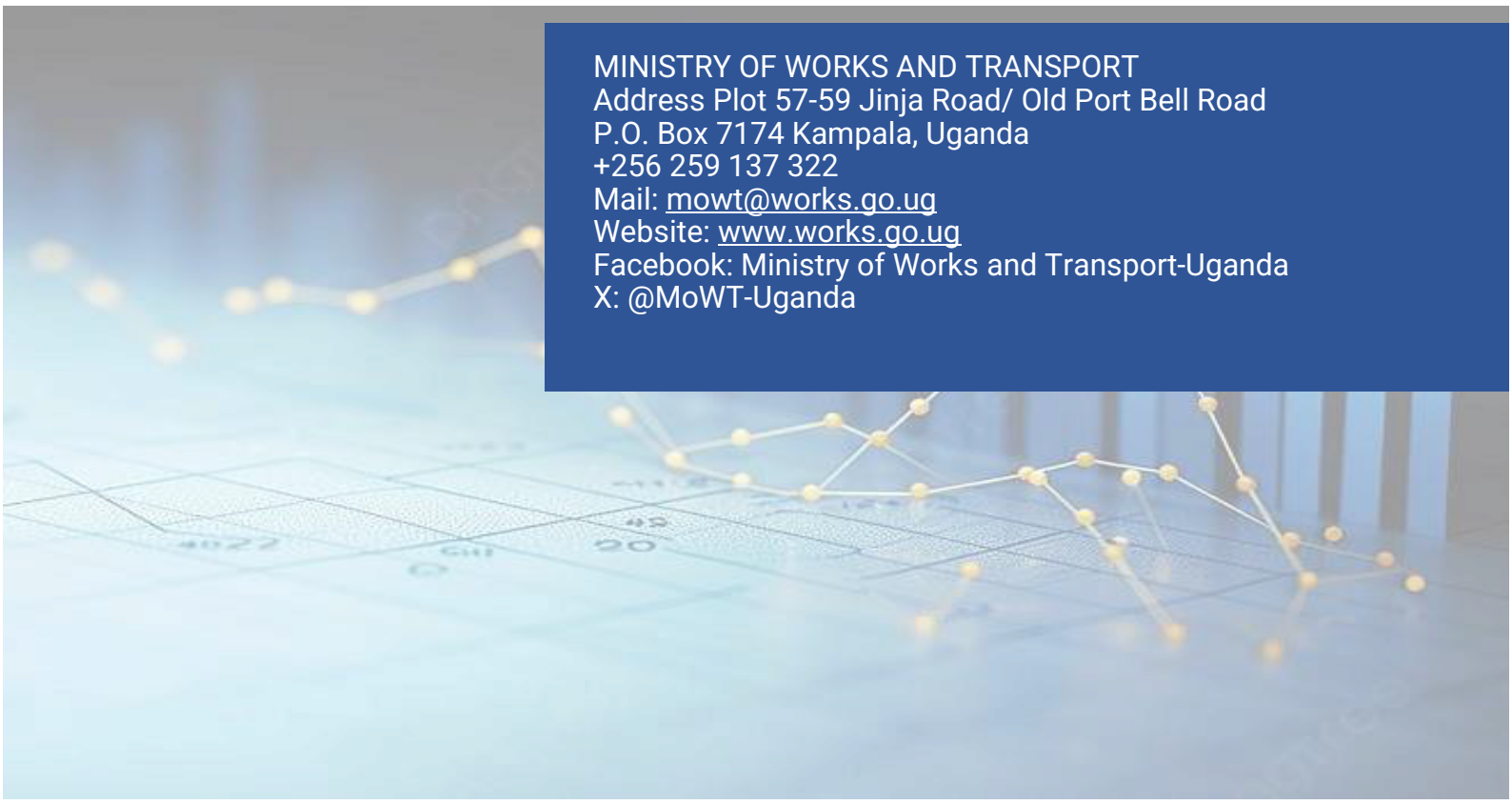
Strategic Intervention	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	FUND SOURCES
Strategic objective 4: Enhance coordination, cooperation and partnerships for Statistics production								
Strengthen institutional coordination mechanisms for statistics to promote effective collaboration among internal departments, line agencies and external stakeholders within the NSS.	Designate and formalise statistics focal persons with all Departments, Divisions and line Agencies to serve as primary contact points.	-	-	-	-	-	0	GoU
	Organise periodic statistics awareness and sensitisation workshops targeting senior management, technical staff and data providers to enhance appreciation and use of statistics in planning and decision-making.	0.2	1	1.5	1.5	1.5	5.7	GoU
Enhance partnerships and collaboration with UBOS, MDAS, development partners, academia and the private sector to leverage technical expertise, resources and innovations in statistical production and use	Develop and review formal collaboration arrangements, including signing Memoranda of Understanding (MoUs) with strategic partners to support development, capacity building and quality assurance.	0.2	0.5	0.5	0.5	0.5	2.2	GoU
Promote statistical advocacy and sustainable financing mechanisms to improve ownership, visibility, and prioritisation of statistics at both	Develop and implement a statistical advocacy and resource mobilisation plan, including preparation of funding proposals and integration of statistical activities into annual work plans and budgets	0.1	0.5	0.5	0.5	0.5	2.1	GoU

Annex 3: 5- year cost of the Plan/Budget (Ugx 45.5 Bn)

Strategic Intervention	Activities	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL	FUND SOURCES
technical and policy levels.								

Annex 4: List of the Ministry Statistics Committee Members

SN.	Name	Designation	Title on the Committee	Telephone Number	E-mail Address
1	Ndikuryaho Richard	Commissioner Policy and Planning	Chairperson	0772496595	ndikusenior@yahoo.co.uk
2	Nanyanzi Hajarah	AC/Statistics MoWT	Secretary	0787039295	nanhjrh@gmail.com
4	Juliet Faith Aporomon	Sen.Stat	Member	0777535076	aporo_ju@yahoo.com
5	Myers Murumu	SMEO/MoWT	Member	0775956247	myersgreen@gmail.com
6	Anthony Kwesiga	Sen.Stat	Member	0788101917	tonioseng@gmail.com
7	James Katunguka	SRSO/MoWT	Member	0772617140	katungukaj@gmail.com
9	Maedero Emma Buxton	Statistician	Member	0753419223	maederobuxtonemma@gmail.com
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