

UGANDA STATISTICAL SOCIETY

A STRATEGIC PLAN 2014/2017

January 2014

LIST OF ACRONYMS

AGM	Annual General Meeting
BOU	Bank Of Uganda
CMA	Capital Markets Authority
KIU	Kampala International University
KYU	Kyambogo University
MOU	Memorandum Of Understanding
MUBS	Makerere University Business School
MUK	Makerere University
NSSF	National Social Security Fund
TWT	Technical Working Team
UBOS	Uganda Bureau Of Statistics
UMU	Uganda Martyrs University
UNFPA	United Nations Population Fund
UNstats	United Nations Statistics Division
URA	Uganda Revenue Authority
USS	Uganda Statistical society
NGOs	Non Governmental Organisations.

TABLE OF CONTENTS

LIST OF ACRONYMS	ii
ACKNOWLEDGEMENT	iv
TECHNICAL TEAM FOR THE STRATEGIC PLAN	v
1.0 INTRODUCTION AND BACKGROUND	1
1.1 Introduction.....	1
1.2 Activities	2
1.3 Membership of the Society.	2
1.4 Key milestones in the growth and expansion of USS.....	3
1.4.1 Website	3
1.4.2 Membership	3
1.4.3 Monthly seminars.....	3
1.4.4 Organisation of statistical week.....	Error! Bookmark not defined.
1.4.5 Corporate membership.....	Error! Bookmark not defined.
1.4.6 Public lectures	Error! Bookmark not defined.
1.4.7 Annual Dinners	Error! Bookmark not defined.
1.4.8 Statistical symposium	Error! Bookmark not defined.
1.4.9 Annual General Meetings	Error! Bookmark not defined.
2.0 PROCESS FOR DEVELOPMENT OF THE STRATEGIC PLAN.....	5
3.0 THE STRATEGIC PLAN	6
3.2 Strategic Analysis, the SWOT	7
3.2.1 Strengths of USS.....	7
3.2.2 Weaknesses	8
3.2.3 Opportunities.....	8
3.2.4 Threats.....	8
3.3 Strategic Areas of Focus	9
3.3.1 Promote and safeguard statistics as a profession	9
3.3.2 Improve statistical service delivery	10
3.3.3 Sustainability.....	11
4.0 INSTITUTIONAL MANAGEMENT SUPPORT SYSTEMS.....	12
4.1 Implementation of the Strategic Plan.....	12
4.1.1 Monitoring the Performance of the Strategic Plan	12
4.2 Concluding Remarks.....	12
Results Framework	13
Thematic Area.....	13
REFERENCES	15

ACKNOWLEDGEMENT

The Technical Working Team (TWT) acknowledges support from all the Executive Committee members of USS for your knowledge given towards this cause. Not forgetting the support given to us from all our members and the corporate members at large.

TECHNICAL TEAM FOR THE STRATEGIC PLAN

- 1. Pr. SEMPEBWA Godwin, President**
- 2. Mr. LUGGYA Herbert, Vice-President**
- 3. Mr. KAWISO Martin Wilfred, General Secretary**
- 4. Ms NABWETEME Jane Mukasa, Treasurer**
- 5. MUGISHA Eliot Junior, Editor**
- 6. Mr. KIZITO Mayanja James**
- 7. Dr WAMALA Robert**
- 8. Mr. Ben MUGYEREZA, Executive Director, UBOS**
- 9. Ms Imelda Atai MUSANA, Deputy Executive Director, UBOS**
- 10. AYEERA Sylvia, Students' Representative**
- 11. OPAROK Stephen, Students' Representative**
- 12. Dr TUMWESIGYE Mbona Nazarius**

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

Uganda Statistical Society (USS) is the National Statistical Society of Uganda, a professional body that brings together statisticians, statistics users and those engaged in professions that engage statistics. Disciplines such as Mathematics, Demography, Epidemiology, Actuarial Science, are examples of disciplines that engage a lot of statistics and hence graduates of such disciplines are eligible for membership in the USS.

The USS started in 1976 but went through hard times with the country's turbulent past.

Vision statement

A leading professional body that brings together statisticians, statistics users and those engaged in related professions in Africa.

Mission statement

To stimulate and promote research in Statistics, its teaching and applications in different sectors including planning and decision making in public and private sector.

Objective

The main objective of USS is to promote and safeguard statistics as a profession and improve statistical service delivery.

Specific objectives of USS are:

1. To promote and safeguard the statistical professionalism in both public and private sector.
2. To promote the collection, compilation, tabulation, analysis and publication of Statistics in public and private agencies in Uganda.
3. To stimulate and promote research in Statistics, its teaching and applications in planning and decision making in public and private agencies in Uganda.
4. To sensitize decision makers and the public in general on the vital role of Statistics in Planning and decision-making.
5. To communicate and make partnerships with other institutions and international organizations engaged in research, teaching and application of statistics outside Uganda.

In working towards the realization of the objectives mentioned above, the Society fosters a lively interest in Statistics by:

- i. Disseminating publications to University Associations, organizing seminars, workshops and conferences.

- ii. Contributing to the formulation of procedures of National Council of Higher Education (NCHE) for accrediting statistics courses offered by Universities and tertiary institutions in the country.
- iii. Organizing public discussions, addresses and other general communications on statistical matters, for example, through the newspapers, radio, television, and other forms of media.
- iv. Organizing and running statistical contests and carrying out any other suitable activities in promotion of statistics use and understanding within the confines of the Laws of Uganda and as approved by the Executive Committee.
- v. To publish quarterly magazines and journals and to promote the writing, editing and reviewing of Statistical papers and books.

1.2 Activities

The Uganda Statistical Society organizes a number of professional events including:

- ✍ Monthly Statistical Seminars
- ✍ Public lectures
- ✍ Annual Dinners and Workshops
- ✍ Conferences
- ✍ Special forums and Breakfast meetings
- ✍ Annual General Meetings
- ✍ National and International day celebrations

These activities focus on the areas that promote and safeguard the collection, compilation, tabulation, analysis and publication of Statistics. They also stimulate research in statistics, its teaching and applications in planning and decision making in both the public and private sectors in Uganda.

The USS, plans to set up statistical consultancy at corporate universities with services to the public. We hope this will reduce on reporting of false or inaccurate statistics.

In search for collaboration with international NGOs and other agencies there is a strong need for development of a strategic plan for USS. From such a plan the potential partners identify areas of collaboration with the USS. The USS management has already contacted some international agencies who have indeed demanded for the strategic plan.

1.3 Membership of the Society.

The USS currently has over 1000 registered members across the country. These include professional statisticians and other professionals applying statistics in their careers, for example,

Doctors, Economists, Demographers, Mathematics Lecturers to mention but a few and also students pursuing Statistics Courses and related courses in different Universities.

The society also has corporate members which include;

- ✍ Uganda Bureau Of Statistics (UBOS)
- ✍ Bank Of Uganda (BOU)
- ✍ National Social Security Fund (NSSF)
- ✍ Kyambogo University (KYU)
- ✍ Makerere University (MUK)
- ✍ Uganda Martyrs University (UMU)
- ✍ Kampala International University (KIU)
- ✍ Gulu University (GU)
- ✍ Capital Markets Authority (CMA)
- ✍ East African Community (EAC)

1.4 Key milestones in the growth and expansion of USS

1.4.1 Website

USS has been able to open and maintain a website, that is, www.theugss.org. This has helped the society to interact and maintain communication with its members at any time even when they are out of the country. In addition, it has enabled statisticians all over the world to access information about the society, for example, the society received a request for membership from Nigeria.

1.4.2 Membership

Membership of the USS has also increased from about 100 registered members in 2010 to over 1000 registered members in 2013. The new members mainly include students in universities pursuing statistics.

1.4.3 Monthly seminars

The current Executive Committee was elected on 14th March, 2014. The committee resolved to maintain and organize a monthly USS Seminar preferably every first Friday of the month. The Seminars provide a platform for members to share experience, ideas and acquire more statistical knowledge, while others shall be given opportunity to present their research papers, personal statistical achievements, exploration, innovations and more so networking and building partnerships.

1.4.4 Organisation of statistical week

USS has also helped in the organisation of the African Statistics Week that usually takes place in the month of November every year.

1.4.5 Corporate membership

USS has also grown in term of corporate membership. The society has been able to bring on board many cooperate members. By 2000, USS had only five corporate members, namely, UBOS, UMU, BOU, EAC and MUK. In the recent years, the society has brought on board KYU, KIU, NSSF, GU and Capital Markets Authority.

1.4.6 Public lectures

The USS, in collaboration with her cooperate University members organizes public lectures for students pursuing statistics and those interested in statistics. The lectures are usually held in the respective Universities. Students are enlightened by successful senior members of the society about the statistics profession and how to become successful in the career. Students are also given some more practical statistical skills which they may not acquire in the lecture rooms.

1.4.7 Annual Dinners

Every year in June, the society organizes a dinner for its members. This helps to provide a moment of togetherness as all members of the society are invited to dine together. A guest speaker is always invited to give a simple presentation.

1.4.8 Statistical symposium

The USS organized a Statistical Symposium on 14th January 2013 which attracted participation of about 60 people with some from the East African region.

1.4.9 Annual General Meetings

Every year, USS hold an Annual General Meeting(AGM), in which the Executive Committee gives a report of what it has done in the whole year and its future plans. Every two years an AGM elects a new Executive Committee or replaces some of the less effective Executive members.

2.0 PROCESS FOR DEVELOPMENT OF THE STRATEGIC PLAN

The process for development of the strategic plan started with the Executive Committee and invited USS members with experience in development of strategic plans. A draft will be presented in a seminar series presentation to get comments from as many USS members as possible.

The guiding templates for the strategic plan was drawn from the UBOS strategic plan[1] and the strategic plan of Reach out Mbuya[2]. The team drafting the plan were aware that UBOS and USS are different in that one is a government agency while the other is a professional association.

During the process, an overview of strategic planning was given. A summary of successes registered and challenges faced over the years which had been established from the evaluation study were also presented during the meeting. Thereafter, discussion topics covering all aspects of a Strategic Plan were given out to discussion groups that were formed to increase participation in drawing of the plan. The discussions were followed by plenary sessions in form of presentations and discussions which ended up with consensus on each issue. It was noted and emphasized that to achieve our vision and mission, USS needs permanent offices and enough funds to maintain and run the offices.

3.0 THE STRATEGIC PLAN

A strategic plan is a document that expresses an **organization's strategy**, or **direction**, and making **decisions** on allocating its resources to pursue given strategies. In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action. Generally, strategic planning deals with at least one of three key questions: What do we do? For whom do we do it? How do we excel? Many organizations view strategic planning as a process for determining where an organization is going over the next year or more typically 3 to 5 years (long term)[3]. In this USS strategic plan we look at what we want to be in the next 3 years and how do we reach where we want to be?

The Strategic Plan developed has three sections, the SWOT(Strength Weakness Opportunity Threats) analysis, areas of focus and action plan. The areas of focus have the goals and objective for each area.

3.1 The Review of USS's Strategic Direction

Following review of the vision and mission as well as the core values of the organization it was agreed to re-define USS's clear future direction.

Vision statement

A leading professional body that brings together statisticians, statistics users and those engaged in related professions in Africa.

Mission statement

To stimulate and promote research in Statistics, its teaching and applications in different sectors including planning and decision making in public and private sector.

Goal

To improve the quality of statistical service delivery.

Objectives

The main objectives of USS are to

- i. Promote and safeguard statistics as a profession and
- ii. Improve statistical service delivery in the country.

Our Core Values

Our core values remain:

- ✍ Excellence in professionalism.
- ✍ Respect for different but internationally approved approaches to statistical work.
- ✍ Sharing knowledge.
- ✍ Networking for mutual professional development.

3.2 Strategic Analysis, the SWOT

To assess the capacity of USS to realize its mission and vision during this plan period, a review of the strengths and weaknesses of USS was conducted. An up-to-date scanning relevant to USS's operations was also carried out to identify any strategic opportunities as well as risks or threats that are likely to affect the achievement of the society's strategic goals and objectives. This process called a SWOT analysis yielded the results presented here-below.

3.2.1 Strengths of USS

- ✍ Strength of numbers. USS has over 1000 members with over 400 fully subscribed as of 2013. Some of these members hold influential offices in the country.
- ✍ Powerful resource base. The education level ranges from Bachelor's degree to PhD and some have even specialised in different fields. For example, there are those that have specialised in IT, Applied statistics, other branches of statistics like Biostatistics, Biometry.
- ✍ Legal framework: We are a fully registered society with a constitution, website, and administration.
- ✍ Infrastructure: We have a computer, office cabinet, executive desk, printer. Currently we do not have an office but we have been promised a room after partitioning offices in UBOS.
- ✍ Networking with institutions: USS boasts of corporate membership of Makerere University through the school of statistics and Planning, Kyambogo University, NSSF, Kampala International University KIU, Nkozi University, East African Community and Bank of Uganda. The Patron of USS is currently the Governor Bank of Uganda
- ✍ Monthly activities: The USS has maintained monthly statistical seminars. USS members and other invited guests present on topics of their choice. Key previous speakers include the former MD of NSSF Mr Richard Byarugaba and the Executive Director-Research Bank of Uganda.

3.2.2 Weaknesses

- ✍ Lack of cohesion. We are not yet fully united as a professional body. Very few respond to emails and attendance on some good seminars has been low.
- ✍ Lack of pride and enthusiasm as a professional association. Statistics rule the world and few people seem to realise this.
- ✍ Lack of activities from which we can raise revenue. We depend on subscription but people can't pay when they do not see productive activities.
- ✍ General lack of volunteerism. It is difficult for people to come and volunteer some time for activities of USS. Previous activities organised by USS have been attended by mainly students.
- ✍ Few committed members: The society has a big member database of registered members but a few of them are really committed. Monthly seminars, AGM, public lectures and conferences are poorly attended with cases of as low as 10 members attending a seminar. This makes our members miss out on the cause of the seminars.
- ✍ Follow-up: There is high loss to follow up of the members of the society, which has to do with the change of employment, completion of education for students. This factor acts as a barrier to continuous contact between the society and its members.
- ✍ Failure to raise enough Funds: USS is a non-profitable organisation whose funds come from the membership fee and annual subscription fee paid by members. And considering the above point of limited members, a few pay their annual subscription fees and this leaves the society with limitations in its funds.

3.2.3 Opportunities

USS is recognized by UBOS, institutions and other agencies as the oldest, largest and experienced statistical society in the country.

The 2014 census gives a lot of opportunities for USS as a society and membership to contribute to the successful implementation. Through seminars related to census implementation right from technical team planning, data collection to final analytical report writing USS can make its contribution. USS members will be encouraged to apply for jobs in the census exercise.

The government has visibly invested in statistics. For example contracture of Statistics house for UBOS was a demonstration of interest of government in statistics.

3.2.4 Threats

Too dependent on subscription. We need to diversify our revenue. For example we can hold seminars to sensitize public about statistics through the media and probably charge a fee.

There are many other professions where statistics is taught as a mere subject. These other people are often more than eager to pause as statisticians. They take the jobs and tenders.

3.3 Strategic Areas of Focus

Key thematic areas to re-focus further consolidate or strengthen USS's operations and address challenges were considered. Strategic objectives were formulated according to the areas and thereafter strategic actions to realize the goals were identified and agreed upon.

The USS objectives are *to Promote and safeguard statistics as a professional body and improve statistical service delivery*. The focus areas for these objectives are promotion of exchange of knowledge on statistics as a profession, identification of opportunities for USS members, sensitization of communities and media.

Strategic objectives and actions are hereby identified or formulated for the thematic areas during the plan period.

3.3.1 Promote and safeguard statistics as a profession

There is a need to safeguard statistics as a profession. USS is the body to promote this.

Goal for promotion of statistics

To make government agencies and NGOs more aware of the importance of keeping good statistical practices.

Strategic Objectives

- i. Increase by at least 10% the number of statisticians employed in Government and key NGOs

Strategic Actions

- ☞ Demonstrate good statistical practices through running statistical consultancy services at cooperate universities.
- ☞ Present seminars that show how services can be improved with better statistical practices.
- ☞ Invite Government agencies and Key NGOs in sensitization seminars.

- ii. Increase active membership by 20%

Strategic actions

- ☞ Make brochures, t-shirts and circulate them.
- ☞ Get interesting presenters for seminar series.
- ☞ Get more relevant topics for presentation.

- iii. Improve the social standing of USS

☞ **Get an office space**

Following the lack of physical address of USS, the society has put it under its highest consideration that it acquires office space by May 2014. Since the society has to maintain an office on Statistics house, we shall kindly request UBOS, which is one of our corporate members to give us at least a room in statistics house. It will be a duty for every executive member to

follow it up until we are given space. This office will work as a focal centre for USS services. Those members with any query about USS will find us at that physical address.

☞ **Employment an office attendant**

After acquiring an office space, USS has committed itself to employ a full time office attendant to take care of the office and he/ she should be able to run USS work.

☞ **Compete or Apply for grants/bids**

The society has laid a programme that will enable it follow up its members so that they are reminded to always pay their annual subscription fee. USS has over 500 members eligible to paying subscription fee. Its only student members who are exempted from paying that fee since they are not employed. This will be the responsibility of our general secretary to develop a data base of all our eligible members and always remind those that have not cleared their dues.

The society also will inform other institutions applying Statistics in their work to join USS as corporate members. They will be required to pay corporate membership fee which will generate more funds for the society. Some of the institutions include Makerere University Business School (MUBS), Uganda government Ministries, Uganda Revenue Authority (URA), Mulago Hospital, Nsambya Hospital to mention but a few.

USS has planned to write papers and soloist for international support from International Organisations that are involved in statistics or apply statistics in their daily operations. Some of these organisations include United Nations Population Fund (UNFPA) and United Nations Statistics Division (UNstats).

☞ **Certifying the Statistics Professional in Uganda (2015-2016)**

With a need to monitor the quality of statistics produced by individuals, firms and institutions, USS is developing a program that will be tabled in parliament of Uganda, which will be requesting permission to certify any individual before he or she starts practicing statistics on a professional level. We will pattern with any academic institution so that it can offer a short testing course for graduate students, to evaluate their capability in producing quality statistics before they go out in the field.

In order to enforce this certification more, we shall sign Memorandum Of Understanding (MOU) with all our corporate members requesting them not to employ any statistician without our certificate.

3.3.2 Improve statistical service delivery

Our country does not have an organised statistical service delivery. There are many players but there is no forum to bring all together.

Goal on service delivery

To be a reference point for guides on how to set up a good statistical practice.

Strategic Objectives

- i. Open statistical consultancy services at corporate universities.

Strategies Actions

- ✍ Follow up UBOS to provide office at Statistics House
- ✍ Bid for some work as USS

3.3.3 Sustainability

To be independent financially, USS should be able to finance its own activities.

Goal: To be a self sustaining society.

Strategic Objectives

- i. To have a minimum of 5 million shilling on account.

Strategies Actions

- ✍ Actively invite USS members for seminars and other activities.
- ✍ To always remind members and corporate institutions who have not paid their subscription fee.
- ✍ Encourage other statisticians to register for USS.

4.0 INSTITUTIONAL MANAGEMENT SUPPORT SYSTEMS

Systems are interrelated and interdependent processes that support and enable an organization to do its work well and achieve intended results. Well functioning management systems give an organization capacity to generate and manage the use of resources. There are questions as whether USS is doing well on issues of management. How do we position ourselves to be what we want to be?

4.1 Implementation of the Strategic Plan

The major assumption for the implementation of this plan will remain that each one of us does his or her best to play one's role. Each one should think of how much he or she can contribute to USS.

4.1.1 Monitoring the Performance of the Strategic Plan

- ✍ Every Executive member will be assigned a responsibility to monitor in this strategic plan until it's accomplished.
- ✍ USS Executive committee members will be holding quarterly meeting to evaluate the progress and performance of the strategic plan.

4.2 Concluding Remarks

This Strategic Plan must be seen as a dynamic and flexible document to be critically reviewed from time to time as events unfold. However, it should be modified in light of evidence from reviews that lead to valid and feasible recommendations.

Furthermore, that the progress will be tracked for each action item and strategy and monthly, quarterly reviews will be shared by all USS members.

Results Framework

Thematic Area 1.

Promote and safeguard statistics as a profession

Goal:

To make government agencies and NGOs more aware of the importance of keeping good statistical practices.

Strategic Objective	Strategic Actions	Expected Output Indicator	Assumptions & Comments
Increase by 10% the number of statisticians employed in Government and key NGOs.	<p>Demonstrate good statistical practices through running statistical consultancy services at cooperate universities</p> <p>Present seminars that show how services can be improved with better statistical practices</p> <p>Invite Government agencies and Key NGOs in sensitization seminars</p>	<p>Presence of satellite consultancy services.</p> <p>Number of seminars.</p> <p>Number of agencies represented in seminar.</p>	Every key NGOs and Government institution has a statistics or Planning unit.
To stimulate and promote research in Statistics, its teaching and applications in planning and decision making in public and private agencies in Uganda.	<p>Encourage members to do research papers in Statistics.</p> <p>Ensure that planning and decision making is based on Statistical research findings with Evidence.</p>	<p>Presentation of the Statistical Research papers in the seminars.</p> <p>Presences of statistical figures and Tables in Plans of Agencies.</p>	Members have Statistical knowledge and skills.
To educate decision makers and the public in general on the vital role of Statistics in Planning and decision making.	<p>Present seminars that show how services can be improved with better statistical practices</p> <p>Invite Government agencies and Key NGOs in sensitization seminars</p>	<p>Number of seminars.</p> <p>Number of agencies represented in seminar.</p>	Agencies already acknowledge the role of statistics though still at a low extent.
To communicate and make partnerships with other institutions and	Advertise our programmes on our website so that institutions and international organizations engaged in research, teaching and application of	Presence of adverts and any other information on our website.	USS has a technical team to manage its website.

Strategic Objective	Strategic Actions	Expected Output Indicator	Assumptions & Comments
international organizations engaged in research, teaching and application of statistics outside Uganda.	<p>statistics can be able to access the information.</p> <p>Invite institutions and international organizations engaged in research, teaching and application of statistics to attend and participate in our seminars, conferences and other important activities.</p> <p>Attend and participate seminars, conferences and other important activities organized by other institutions and international organizations engaged in research, teaching and application of statistics</p>	<p>Attendance and participation of other institutions and international organizations engaged in research, teaching and application of statistics, in our seminars, conferences and other important activities.</p> <p>Our attendance and participation in seminars, conferences and other important activities organized by other institutions and international organizations engaged in research, teaching and application of statistics</p>	<p>Other institutions and international organizations engaged in research, teaching and application of statistics are informed of our website.</p> <p>USS is informed of its partners' websites.</p>

Strategic Objective	Strategic Actions	Expected Output Indicator	Assumptions & Comments
Open a satellite statistical services	<ul style="list-style-type: none"> ☞ Hire an office as we wait for provision of space by UBOS ☞ Bid for some work as USS 	Office space	Availability of funds. Members pay subscriptions

Strategic Objective	Strategic Actions	Expected Output Indicator	Assumptions & Comments
Improve Sustainability	<ul style="list-style-type: none"> ☞ Actively invite USS members for seminars and other activities. ☞ To always remind members and corporate institutions who have not paid their subscription fee. ☞ Encourage other statisticians to register for USS 	At least 5million on account	Availability of funds. Members pay subscriptions

OTHER CONCERNS THAT NEED ACTION

Quality of professionalism

In order to be the leading professional body we need to influence the making of the so called professionals (students). Objective (a) of USS

- ☞ The quality of students admitted for statistics and cut off points.
- ☞ The number of students admitted.
- ☞ The syllabus, content, and scope among others.
- ☞ The instructors in various institutions.

The USS started in 1976 but went on through hard times with the country's turbulent past (about 30 years) of existence what can we show that USS has been in existence as far as promoting and protecting statistics and statisticians in Uganda.

One of the objectives is to develop and maintain a Register of Statisticians in Uganda and a Code of Ethics for members

- ☞ Code of ethics should be formulated.
- ☞ We forgot about the working conditions and professional standards of statistics and statisticians.
- ☞ By the way the constitution does not clearly define who and when does someone become a professional statistician.

What needs to be done?

- ✍ We need to ask for a statistics and statisticians Act in the constitution of the Republic of Uganda like other professionals.
- ✍ Clearly state the ethics of statisticians in Uganda.
- ✍ Clearly define how the members will benefit from the society.
- ✍ People should look for statistics and not statistics looking for them that includes even revising the membership status and procedure.

REFERENCES

1. UBOS, *Sector Strategic Plan for Statistics 2007-2012*, Kampala: Uganda Bureau of Statistics; 2008
2. Tumwesigye, N.M., Atuyambe, L., Okui, O., and Neema, S., *A strategic Plan 2010/2015 for Reach-Out Mbuya Parish HIV/AIDS initiative*. A consultancy report, Kampala; 2009
3. Armstrong, S., J., The value of formal planning for strategic decisions: A reply *Strategic Management Journal*, 1986. 7(183-185).