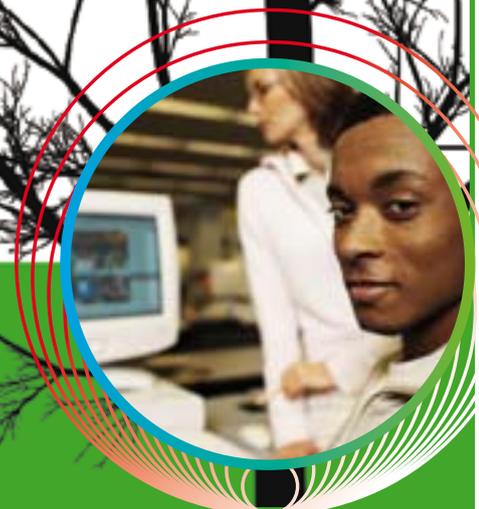




Mainstreaming sectoral statistical systems in Africa

A guide to planning a coordinated national statistical system





The African Development Bank Group is a regional multilateral development finance institution comprising all the 53 countries in Africa and 25 countries from Asia, Europe, North and South America. The purpose of the Bank is to further the economic development and social progress of African countries, individually and collectively. To this end, the Bank promotes the investment of public and private capital for development, primarily by providing loans and grants for projects and programs that contribute to poverty reduction and broad-based sustainable development in Africa. The Bank also provides policy advice and technical assistance to support development efforts in African countries.

<http://www.afdb.org>

Intersect

Sharing data across sectors

Intersect is an informal collaboration of individuals and institutions willing to commit time and/or financial resources to explore, document and disseminate ways of increasing the use of data across sectors to inform poverty reduction and other development strategies

<http://www.intersectweb.org>



PARIS21 is a unique global partnership of national and international statisticians, development professionals, policy makers, analysts and other users of statistics who are committed to making a real difference to the contribution of statistics to development progress. PARIS21's goal is to develop a culture of evidence-based policy making and implementation which serves to improve governance and government effectiveness in reducing poverty and achieving the Millennium Development Goals.

<http://www.paris21.org/>



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A guide to planning a coordinated national statistical system

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Acronyms

ADP	Accelerated Data Program	NSDS	National Strategy for the Development of Statistics
AfDB	African Development Bank	NSO	National Statistical Office
AFRISTAT	Observatoire économique et statistique d'Afrique Subsaharienne	NSS	National Statistical System
DQAF	Data Quality Assessment Framework	PARIS21	Partnerships in Statistics for Development in the 21 st Century
EMIS	Educational Management Information Systems	PRS	Poverty Reduction Strategy
FAO	Food and Agriculture Organization	PRSP	Poverty Reduction Strategy Paper
FASDEV	Forum on African Statistical Development	RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
GDSS	General Data Dissemination System	SSDS	Sectoral Strategy for the Development of Statistics
HIS	Health Information Systems	SMART	Specific, Measurable, Achievable, Relevant and Time-bound
HMN	Health Metrics Network	SWOT	Strengths, Weaknesses, Opportunities and Threats
IAC	Inter-Agency Committee	STATCAP	Statistical capacity building facility
ILO	International Labour Organization	UNESCO	United Nations Education, Science and Culture Organization
IMF	International Monetary Fund	UNFPA	United Nations Population Fund
MAPS	Marrakech Action Plan for Statistics	UIS	UNESCO's Institute of Statistics
MDG	Millennium Development Goal	WHO	World Health Organization
ICT	Information and Communications Technology		
IHSN	International Household Survey Network		

Many African countries lack the capacity to produce and use comprehensive quality statistics for evidence-based policy-making. This makes it difficult to monitor the implementation of Poverty Reduction Strategies (PRSs) and of interventions to achieve the Millennium Development Goals (MDGs).

The 2004 *Marrakech Action Plan for Statistics* (MAPS) highlighted the need to “Mainstream strategic planning of statistical systems, especially through the implementation of National Strategies for the Development of Statistics (NSDSs)”. NSDSs provide a holistic approach for integrating statistics within national policy processes, and for mobilizing and prioritizing the use of resources to strengthen the national statistical system (NSS). NSDS design and implementation is the overarching strategy of the *Reference Regional Strategic Framework for the Development of Statistics in Africa* (RRSF).

While national statistical offices are responsible for compiling and disseminating official statistics, statistical units in line ministries are also responsible for collecting and providing sector specific data which are key to monitoring development progress. It is, therefore, imperative that sectoral requirements are integrated into NSDS design.

The African Development Bank (AfDB), Intersect and Partnership in Statistics for Development in the 21st Century (PARIS21) have been working with statisticians, sectoral experts and users of statistics in a number of African countries and with international organizations to develop guidelines to assist countries to mainstream sectoral statistics into their NSDSs. Combined with other material, this guide will make a significant contribution to the development of statistics and attainment of development outcomes in African and other low- and middle-income countries.

Acknowledgement

This guide was prepared by the AfDB, Intersect and PARIS21. Its development was overseen by a Reference Group comprising Graham Eele (World Bank), Ben Kiregyera (Chairman of the Board of the Uganda Bureau of Statistics), Sarah Macfarlane (Intersect, and the Reference Group Convener), Adalbert Nshimyumuremyi (AfDB) and Tony Williams (PARIS21).

Ideas and content were developed at a workshop of international agencies convened by PARIS21 in 2005, at workshops convened by the AfDB in four sub-regions of Africa in 2006 and through an electronic discussion group hosted on the Intersect website. A draft of the guide was reviewed by key stakeholders from Anglophone and Francophone African countries and international agencies at a workshop on "Integrating Sectoral Statistics into National Statistical Systems". The workshop was hosted by the Uganda Bureau of Statistics, and organized by the AfDB, Intersect and PARIS21 in Kampala in March 2007. The guide was finalized at an expert meeting in London in April 2007.

The guide was written by Oladejo Ajayi (AfDB consultant), Sarah Macfarlane, Norah Madaya (AfDB consultant) and Adalbert Nshimyumuremyi. The Food and Agriculture Organization (FAO), the International Labor Organization (ILO), the United Nations Education, Science and Culture Organization (UNESCO) and the World Health Organization (WHO) wrote sections 3B3, 3B2, 3B4, and 3B1 respectively. Robin Ellison (PARIS21 consultant) also contributed a review of the statistical work of these four agencies. Various case study materials were compiled and drawn upon, with Uganda's experience of integrating sectors into its Plan for National Statistical Development and Senegal's experience in developing its NSDS being particularly informative. The guide also draws on the Framework for Health Information Systems (HIS) developed by the Health Metrics Network (HMN). Agnès Derelle and Monika Hoegen (AfDB consultants) provided editorial assistance.

This guide is written to assist staff of national statistical offices (NSOs) and of sectoral statistical offices to work together to mainstream sectoral statistical systems into NSSs by integrating their strategies into NSDS design and implementation. The intended outcome is a coordinated NSS - with shared goals and cross-cutting strategies - capable of efficiently and effectively monitoring development indicators.

The guide complements other documents prepared, for example by PARIS21, to assist countries in designing an NSDS. It, therefore, includes some material about the NSDS design process that is already familiar to staff of NSOs but which may not be as familiar to people working in the sectors. Similarly, it contains information that focuses the attention of NSOs on issues of importance to the sectors.

[PARIS21 NSDS documents and knowledge base](#)

The content and objectives of each section are given below:

- Section 1** **Section 1** : demonstrates the need to mainstream sectoral statistical systems into an NSS and describes some international initiatives to support statistical capacity building to meet development needs. *The objective of this section is that the user of the guide appreciates the need to build a coordinated NSS and is aware of the international support available to do this.*
- Section 2** **Section 2** : describes a framework of objectives and cross-cutting strategies that may be employed to mainstream sectoral statistical systems into an NSS. *The objective of this section is that the user of the guide is aware of some cross-cutting strategies that may be employed to create a coordinated NSS and can apply the framework during NSDS design.*
- Section 3** **Section 3** : provides an overview of available guidance on how to design an NSDS and on how to design sectoral statistical systems for health, labour, agriculture and education. *The objective of this section is that the user of the guide knows where to find material to assist in developing an integrated NSDS.*

Introduction

Section 4: provides guidance for staff of NSOs and sectoral statistical offices on how to involve sectors during every phase of the NSDS design process in order to develop cross-cutting strategies. *The objective of this section is that the user of the guide is able to:*

- *launch an NSDS design process that involves the sectors in its planning and in preparing its roadmap;*
- *use the framework described in Section 2 during NSDS design to assess sectoral statistical systems;*
- *use the framework described in Section 2 to prepare strategies for the sectors;*
- *use the framework described in Section 2 to develop shared goals and cross-cutting strategies for integration into the NSDS; and*
- *implement the integrated NSDS and monitor and evaluate its implementation.*

The guide is developed on the assumption that a budgeted proposal has been prepared and approved to design an integrated NSDS. It is best used from the time NSDS design begins through to its implementation. The guide may also be used when revising a Statistical Masterplan or NSDS document that has not already integrated sectoral strategies into it.

Links: to relevant websites are indicated in italics in the margins of the document and listed in full in the Resource section at the end of the document.

Examples: drawing on country experiences are indicated in the margins of the document and are provided in full at the end of the document.

We welcome feedback: the guide is based largely on first hand experience in Uganda and Senegal. We seek examples and tools from other countries to include in the compact disc version of the guide as and when it is revised.

Section 4

Link to a website

Country example

Please give us your feedback



Section 1

Multi-sectoral statistics for development

Summary

This section demonstrates the need to mainstream sectoral statistical systems into national statistical systems because:

- development policies require comprehensive data from a variety of sectors to be effective;
- it is necessary to make data collected by sectors and national statistical offices more widely available to meet the results-based development agenda; and
- Most NSSs are not well coordinated - with NSOs operating autonomously and sectoral statistical systems operating vertically ;

The section also describes international initiatives to support statistical capacity building to meet development needs.

The objective of this section is that the user of the guide appreciates the need to build a coordinated NSS and is aware of the international support available to do this.

1A Mainstreaming sectoral statistical systems to design, implement and monitor development strategies

[Country Poverty Reduction Strategies](#)

[Poverty reduction source book](#)

[Millennium Development Goals](#)

[Marrakech Action Plan for Statistics](#)

The results-based agenda, including the design and implementation of PRSs and interventions to achieve the MDGs and other national development plans, has substantially increased the demand for good development data. This, in turn, has increased pressures to improve the quality, coverage and use of official statistics produced by NSSs through greater efficiency and better coordination.

Analysts and users of statistics need a wide range of data from a wide range of sources in order to design appropriate policies and programmes and to monitor and evaluate their effects and impacts. The value of statistical data is greatly enhanced if indicators and other statistics can be compared, for example, between sources, over time, or between locations. This requires considerable coordination and harmonization in the way these data are collected, compiled and disseminated. Most countries have set up specialised statistical agencies, or NSOs, to carry out large scale surveys and censuses and to be responsible for compiling and disseminating official statistics. However, a considerable amount of the data used to monitor development progress and poverty alleviation is generated by other agencies. For example, much of the data needed to monitor the MDGs are derived from management information systems operated and used vertically by line ministries such as health and education.

In 2004, as part of the international effort to achieve the MDGs and to focus on development results, MAPS laid out a timeline for all low-income countries to develop and implement NSDSs in time to produce better statistics for national and international use for the 2010 Millennium Review.

International support for planning national statistical systems 1B

The RRSF provides strategic direction and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa. Implementation, monitoring and reporting of the RRSF is jointly coordinated by the AfDB and the United Nations Economic Commission for Africa. The NSDS is the main tool for RRSF implementation at the country level.

The international development community - including bilateral and multilateral development agencies, United Nations bodies, the International Monetary Fund (IMF), the World Bank and the AfDB - has committed resources to assisting regional member countries to update and/or design their statistical plans using the NSDS principles. These principles have been developed by PARIS21 in collaboration with a large number of partner institutions.

The AfDB has launched a program to strengthen statistical capacity in African countries in the context of the International Comparison Program for Africa. Working with the Observatoire économique et statistique d'Afrique Subsaharienne (AFRISTAT), the Common Market for Eastern and Southern Africa (COMESA), the Economic Community Of West African States (ECOWAS) and the Southern African Development Community (SADC), the AfDB provides technical and financial support to assist African countries to design their NSDS. The AfDB also supports the implementation of these plans through stand-alone projects and through its other efforts to improve overall statistical capacity in African countries.

The World Bank's Trust Fund for Statistical Capacity Building focuses on assisting countries to design their NSDSs, while its Statistical capacity building facility (STATCAP) can help with implementation within the context of the Bank's country programmes. A number of STATCAP projects are underway or are in the pipeline. The United Nations Development Program, the European Union Commission, bilateral donors, and AFRISTAT also assist countries to design and implement their NSDSs.

Many African countries participate in the IMF's General Data Dissemination System (GDDS) which supports improvements to macro-economic, financial and socio-demographic statistics. The United Nations Statistics Division also works with West Africa and Southern African countries through United Nations Development Account projects.

[Reference Regional Strategic Framework for Statistical Capacity Building in Africa](#)

[African Development Bank - Statistics](#)

[Making the case for National Strategy for the Development of Statistics](#)

[Partnerships in Statistics for Development in the 21st Century: PARIS21](#)

[AFRISTAT](#)

[Common Market for Eastern and Southern Africa](#)

[Economic Community Of West African States](#)

[Southern African Development Community](#)

[World Bank Trust Fund](#)

[World Bank STATCAP lending facility](#)

[General Data Dissemination System](#)

[United Nations Development Account projects](#)

[International Household Survey Network](#)

[Accelerated Data Programme](#)

[Integrated Management Information Systems](#)

[Institute of Statistics and Applied Economics](#)

[Eastern Africa Statistical Training Centre](#)

[Ecole Nationale Supérieure de Statistique et d'Economie Appliquée](#)

[Institut Sous-Régional de Statistique et d'Economie Appliquée](#)

[Ecole Nationale d'Economie Appliquée](#)

Two pilot programmes being hosted by PARIS21 are: the International Household Survey Network (IHSN) which aims to improve the efficiency and effectiveness of household surveys in developing countries, and the Accelerated Data Programme (ADP) which aims to help countries identify weaknesses and make immediate improvements to relevant statistical processes within the NSDS.

The United Nations Population Fund (UNFPA) and the AfDB are supporting the implementation of the Integrated Management Information Systems in some African countries. This is a computer-based system for linking and preserving socio-demographic information and ensuring its utilization at the national and sub-national levels.

Statistical training in the sub Saharan African region is provided by the: Institute of Statistics and Applied Economics, University of Makerere in Kampala, Uganda; Eastern Africa Statistical Training Centre in Dar-es-Salaam, Tanzania; Ecole Nationale Supérieure de Statistique et d'Economie Appliquée in Abidjan, Côte d'Ivoire; Institut Sous-Régional de Statistique et d'Economie Appliquée in Yaoundé, Cameroon; and Ecole Nationale d'Economie Appliquée in Dakar, Senegal.

1C International support for sectoral statistics

While the difficult situation faced by many NSOs in Africa has been widely recognized, the status of sectoral statistical units has received less attention. Statisticians from line ministries are rarely directly involved in discussions on national statistical capacity building and many statistical projects and programs only focus on central needs. However, some international agencies responsible for sectoral statistics provide advice and technical assistance to countries to build statistical capacities in their respective sectors.

[The Health Metrics Network](#)

[The UNESCO Institute for Statistics](#)

[The International Labour Organization](#)

[FAO Statistics Division Food Security Web page](#)

[FAO's COUNTRYSTAT](#)

The Health Metrics Network (HMN), under the auspices of the World Health Organization (WHO), for example, supports the development of health information systems in low- and middle-income countries. The UNESCO Institute of Statistics assists countries to improve data collection, processing, quality control, analysis and dissemination. The Bureau of Statistics at the ILO provides advice about the development of labour statistical systems. The Statistics Division of FAO provides technical assistance to countries for strengthening their food and agricultural statistics systems. Other specialised agencies help to identify standards and promote good practice in other sectors.





Section 2

Framework for mainstreaming sectoral statistics to build a coordinated national statistical system

Summary

This section describes a framework of objectives and strategies that may be employed to mainstream sectoral statistical systems into an NSS. The objectives are:

- to make more efficient use of resources;
- to improve the provision of indicators;
- to increase the productivity of data collection and management; and
- to raise the public profile for statistics.

Twelve cross-cutting strategies are described to meet these objectives.

The intended result is a coordinated national statistical system capable of efficiently and effectively monitoring development progress.

The objective of this section is that the user of the guide is aware of some cross-cutting strategies that may be employed to create a coordinated NSS and can apply the framework during NSDS design.

2A Mainstreaming sectoral statistical systems into national statistical systems

UNSD: Development of National Statistical Systems

The term sector is used here to describe a vertical division of governmental focus that relates to a given subject area or public need - usually corresponding to line ministries, government departments or agencies - with separate and well-defined areas of concern, mandate, and budget.

An NSS brings together key stakeholders and institutions involved in producing, supplying and using official statistics, and training centres. Typically, the NSO has a legal mandate to coordinate activities so that data collected, compiled and disseminated by different sectors and agencies are consistent and coherent and can be used with confidence. Sectoral statistics are produced through the statistical system of each sector which may be functionally centralized or decentralized within the NSS.

Presently, in most African countries, the linkages between sectoral statistical systems and between sectoral statistical systems and NSOs are inconsistent, informal and relatively weak. There is little appreciation of the implications of the statistical activities of one sector with respect to others. If NSSs were better coordinated, it would be possible to produce quality statistics across the system regardless of their source to inform development policies.

Mainstreaming of sectoral statistical systems requires that stakeholders involved in producing, supplying and using sectoral statistics are more involved in the functioning of the NSS and that they work with each other and with the NSO to develop shared goals and cross-cutting strategies and to streamline institutional and coordination arrangements. The intended outcome is an NSS capable of efficiently and effectively monitoring development progress, which can be brought about by the following objectives and strategies:

Objectives and strategies for mainstreaming sectoral statistical systems

Make more efficient use of resources: by creating coordination mechanisms, agreeing common legal and institutional frameworks, developing NSS-wide financing strategies and human resource policies, and sharing physical, information technology, and communication infrastructures.

Improve the productivity of data management: by streamlining management processes, for example by creating a data warehouse.

Increase the availability of quality data: by developing a common data dictionary and standards of data quality, and agreeing comprehensive data production and dissemination policies.

Raise the public profile for statistics: by developing a coherent NSS-wide advocacy strategy.

Framework for mainstreaming sectoral statistical systems into a national statistical system 2B

The objectives and strategies described in Section 2A are intended to mainstream sectoral statistical systems within an NSS. The strategies have been organized in Table 1 as a framework that may be used when conducting an integrated NSDS. There are four major objectives and a menu of 12 possible strategies from which the sectors and the NSDS Design Team can choose. Some of these strategies may already be in place and others may not be achievable in the short term, but all in all they provide an indication of what an NSS might look like if sectoral statistical systems were mainstreamed into it.

Obstacles can be encountered when attempting to mainstream sectoral statistics into NSSs, for example:

- Better channels of communication may need to be established between the sectors and between the sectors and the NSO.
- The incentives for the sectors to work together and to work with the NSO may not be strong. There may even be disincentives such as a fear of loss of independence by the sectors and a fear of increased responsibilities on the part of the NSO.
- There may be a concern that mainstreaming sectors could weaken already scarce resources. On the whole there are more resources available for the NSO than for sectoral statistical units. Sectors may be less interested in being mainstreamed as they may not see the possibility of funding for the strategies they might develop through the NSDS, nor may they have the human resources to conduct and implement the strategies developed.

However, the five phases of NSDS design (see Section 3) provide an excellent opportunity to build long term relationships to address these issues, and to create cross-cutting strategies that benefit all the sectors of the resulting NSS.

Framework for mainstreaming sectoral statistics

Table 1: Framework for building a coordinated national statistical system		
Objective	Strategies to mainstream sectoral statistical systems into a national statistical system	
Make more efficient use of resources	1	<i>Common institutional procedures for coordination, collaboration and cooperation across the NSS</i>
	2	<i>Legal and institutional framework that takes into account the requirements of all stakeholders in the NSS</i>
	3	<i>NSS-wide financing strategy</i>
	4	<i>Comprehensive human resource strategy with uniform training, recruitment and promotion procedures for all staff working in the NSS</i>
	5	<i>Rationalized use of physical infrastructure and ICT across the NSS</i>
Improve the productivity of data management	6	<i>Coherent management information system across the NSS</i>
	7	<i>Common data warehouse for the NSS</i>
Increase the availability of quality data	8	<i>Common metadata dictionary across the NSS</i>
	9	<i>Common standards for data quality across the NSS</i>
	10	<i>Harmonized data production schedule across the NSS</i>
	11	<i>Comprehensive dissemination policy for the NSS</i>
Raise the public profile for statistics	12	<i>Coherent advocacy strategies across the NSS</i>





Section 3

Guidance on designing national and sectoral strategies for statistics

Summary

This section provides an overview of available guidance on:

- how to design an NSDS including the development of a roadmap;
- how to design sectoral systems providing reference to the GDDS and the Data Quality Assessment Framework (DQAF);
- how to design a statistical system for health following the approach of the HMN;
- how to design a statistical system for labour following the approach of ILO;
- how to design a statistical system for agriculture following the approach of FAO; and
- how to design a statistical system for education following the approach of UNESCO.

The objective of this section is that the user of the guide knows where to find material to assist in developing an integrated NSDS.

3A Guidance on designing an NSDS

The term National Strategy for the Development of Statistics (NSDS) is now widely accepted, but other titles are also used including Statistical Master Plans. Some countries use their own term, for example the Ugandan NSDS is known as the Plan for National Statistical Development (PNSD).

An NSDS is expected to provide a country with a framework for strengthening statistical capacity across the entire NSS. The NSDS provides a vision for where the NSS should be in five to ten years, sets priorities and identifies milestones for getting there. It presents a comprehensive and unified framework for continual assessment of user needs and priorities for statistics and for building the capacity needed to meet these in a more coordinated, synergistic and efficient manner. It also provides a framework for mobilising, harnessing and leveraging resources (both national and international) and a basis for effective and results-oriented strategic management of the NSS.

NSDS principles

The key principles are that an NSDS should:

- be nationally led and owned, with high level political support and champions;
- be demand-focused and integrated into national development policy processes, taking account of countries' regional and international commitments;
- be developed in an inclusive and consultative way;
- assess all statistical sectors and user needs and provide a vision and strategic plan for national statistics;
- set out a comprehensive statistical development programme, which is prioritised and timetabled, to build capacity to deliver results, incorporating plans for implementation, monitoring, and evaluation, but also flexible enough to cope with change;
- address institutional and organisational constraints and processes, including resources, for the sustainable development of statistical systems and outputs;
- build quality "fit for purpose", drawing on best international practices and standards;
- build on what exists and is being developed and continue to satisfy immediate needs for statistics during the NSDS process;
- respond to user needs but be realistic about resources;
- serve as a coherent framework both for international support for statistical development and statistics programmes across the NSS.

NSDS Essentials

Guidance on the NSDS design process 3A1

PARIS21 has developed guidelines for the NSDS process. The guidelines identify five phases in the process which are briefly described in this section.

[*NSDS Guidelines*](#)

Launching the process

The key outcomes of this critical phase will be a decision and a plan to develop an NSDS. How this is done will depend on the local situation, but many countries have found it useful to have this decision made formally, for example, through a decision of cabinet, or of the minister with responsibility for statistics. Some of the processes that can be useful in getting this decision include such things as:

NSDS Phase 1

[*NSDS checklist*](#)

- Successful advocacy, sensitization, and dialogue with politicians, policy-makers, and decision-makers for example, through participation in a PARIS21 or AfDB regional workshop;
- Participation by the managers of the national statistical system in national policy discussions such as the preparation or monitoring of the PRSP; and/or in the GDDS.

Once the decision has been made, the agencies leading the preparation of the NSDS will usually need to prepare some kind of programme or road map that will set out what needs to be done and by whom, when and how it will be financed.

Assessment of the current status of the national statistical system

NSDS Phase II

Building on existing processes, a range of assessments will be needed, including the following:

- Collecting and analysing existing documentation;
- Identifying user satisfaction, current and future needs for statistics, and existing data gaps;
- Assessing each key statistical output against agreed quality criteria;

- Assessing methodologies and the quality of statistics;
- Taking stock of existing capacity (for example infrastructural and technical capacity and resources) to meet the identified data needs and fill data gaps;
- Reviewing the legal and institutional framework, linkages, and coordination arrangements;
- Assessing organizational factors using tools such as a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

NSDS Phase III Developing the vision and identifying strategic options

These activities build on the assessment, including:

- Agreeing on mission and vision statements;
- Agreeing on desired results;
- Setting priorities and strategies, employing scenarios to deliver the vision and results.

NSDS Phase IV Preparing the implementation plan

It is important to point out that “right strategies” are not all that is needed to make an NSS effective. The strategies have to be properly and effectively implemented through a costed and time-bound action plan, including a financial plan incorporating proposals for external assistance.

NSDS Phase V Implementation, monitoring and evaluation

The most important consideration is to see strategic management as a continuous process and the preparation of the initial document represents only the beginning. To be effective, statistical systems must remain flexible and respond to new demands for data and a changing environment. Any medium-term plan, therefore, will inevitably require modification in the light of experience. The strategic management process, therefore, needs to build in mechanisms to monitor and evaluate progress, to review the strategy and to make modifications when required.

Guidance on preparing a roadmap for the NSDS design process 3A2

The roadmap is a reference document for all actors involved in the design of an NSDS. It outlines the organisation of the work, the specific activities, and the necessary resources to produce the strategy. It should not be confused with the content of the strategy itself.

[*PARIS21 Guide to prepare a roadmap*](#)

Organising the work means identifying the teams assigned to design the strategy and delineating the roles and responsibilities within these teams. A timetable of activities should also be defined for all teams that will allow for an NSDS to be adopted by national authorities after a certain number of months (in many countries this period is between 12 and 18 months). The roadmap should also include the human and material resources necessary for both the design and implementation of the strategy. It also serves as an important reference for the preparation of funding requests and the drafting of terms of reference for various interventions and provides valuable information for all stakeholders.

The PARIS21 guide to drafting a roadmap suggests that it might contain the following chapters:

1. Statistical and Political Background and Context
2. Overview of the Process, Goals, and Expected Outputs
3. Inclusion of the NSDS in the Poverty Reduction Strategy Paper and General Development Policies
4. Overall Organisation Adopted
5. Breakdown of the Roles of all Actors, including External Partners
6. Activities
7. Budget, Resources Required, and Sources of Contributions
8. Projected Timetable
9. Annexes

3B Guidance on designing sectoral statistical strategies

[The IMF GDDS site](#)

[GDDS guide](#)

The majority of African countries are participating in the IMF's GDDS and this provides a framework for assessing current statistical practices, for identifying priorities and plans for improvement and for bringing together different data generating agencies. There is little documentation to assist sectors to design sectoral statistical systems. However, the IMF's DQAF has been adapted by a number of sectors, and the HMN has developed a health information system framework (described in section 3B1). The IMF DQAF uses the following dimensions:

The IMF Data Quality Assessment Framework

[IMF DQAF website](#)

Prerequisites of quality: this group of "pointers to quality" includes elements and indicators that have an overarching role as prerequisites, or institutional preconditions, for quality of statistics.

Integrity: captures the notion that statistical systems should be based on adherence to the principle of objectivity in the collection, compilation, and dissemination of statistics.

Methodological soundness: covers the idea that the methodological basis for the production of statistics should be sound and that this can be attained by following internationally accepted standards, guidelines, or good practices.

Accuracy and reliability: covers the idea that statistical outputs sufficiently portray the reality of the economy. It relates to the notion that source data provide an adequate basis to compile statistics, that statistical techniques are sound, and that source data, intermediate data, and statistical outputs are regularly assessed and validated, inclusive of revision studies.

Serviceability: relates to the need that statistics cover relevant information on the subject field, that they are disseminated in a timely fashion, with an appropriate periodicity, are consistent internally and with other major datasets, and follow a regular revision policy.

Accessibility: relates to the need to ensure that data and metadata are presented in a clear and understandable manner on an easily available and impartial basis, that metadata are up-to-date and pertinent, and that a prompt and knowledgeable support service is available.

Designing health information systems: 3B1 WHO-HMN Approach

The HMN was formed to assist the strengthening of health information systems in low- and middle- income countries. Its goal is "to increase the availability and use of timely and accurate health information in countries and globally through shared agreement on goals and coordinated investments in core health information systems". HMN provides financial and technical assistance to countries to assess and plan their health information systems. Its target is to document improved health outcomes that can be credibly attributed to increased use of information for decision making in at least 80 developing countries by 2011.

HMN has developed two major tools to assist countries to assess and plan their health information systems:

- A framework and standards for country health information system development;
- An assessment and monitoring tool.

[Health Metrics Framework](#)

The six components of a health information system

[Health Metrics Network
Assessment Tool](#)

- *Resources.* These include the legislative, regulatory and planning frameworks to ensure a fully functioning HIS and the resources available for health information. Such resources involve manpower, logistics support, information and communications technology, and coordinating mechanisms within and between the six components.
- *Indicators.* A core set of indicators and related targets, covering the main domains of health information is the basis for a health information system plan and strategy. These include determinants like health system inputs and outputs, health service coverage and quality, health status and disease surveillance.
- *Data sources.* The two main data source types are those generating population-based statistics (census, vital statistics and household/ population-based surveys and surveillance) and those depending on service-based data (resource tracking, health service records, and health and disease records);
- *Data management.* This covers all aspects of data handling from collection, management and flow to its processing and analysis.

- *Information services and products.* Data must be transformed into information that will be the basis for evidence and becomes knowledge to shape health action.
- *Dissemination and use.* The value of health information can be enhanced by making it readily accessible to decision makers, giving due attention to behavioural and organizational constraints and incentives to use the data.

Principles for HIS development **The principles for health information system development:**

- The strengthening of country health information systems, by its very nature, is focused on empowerment within countries to undertake broad health system strengthening activities.
- Such strengthening should always start from a recognized need in the country itself. As a matter of principle, this should focus on the needs of health information users;
- The process should build upon existing initiatives, systems and knowledge whenever possible;
- Broad-based consensus building is a critical first step - as much of the data needed by the health sector is generated by other sectors, and the resources required to strengthen HIS generally come from constrained national budgets;
- Strengthening country health information systems is best approached as a gradual, incremental process.

Process for HIS strengthening **Implementation process for HIS strengthening**

The Roadmap sets out the path that countries should take to reform their health information system. A similar process is promoted by PARIS21 in its support for integrating sectoral components into national strategies for the development of statistics (NSDS).

HMN Phase 1 **Coordination of stakeholders and assessment**

The coordination and leadership phase is essential for the successful launch of the process, as many diverse actors have key roles to play and consensus is needed to determine priorities and methods for addressing them.

Section 3

Planning and priority-setting

HMN Phase 2

Defining the scope of health information system strengthening and planning its implementation is a key step in the overall process.

Implementation of health information system strengthening activities

HMN Phase 3

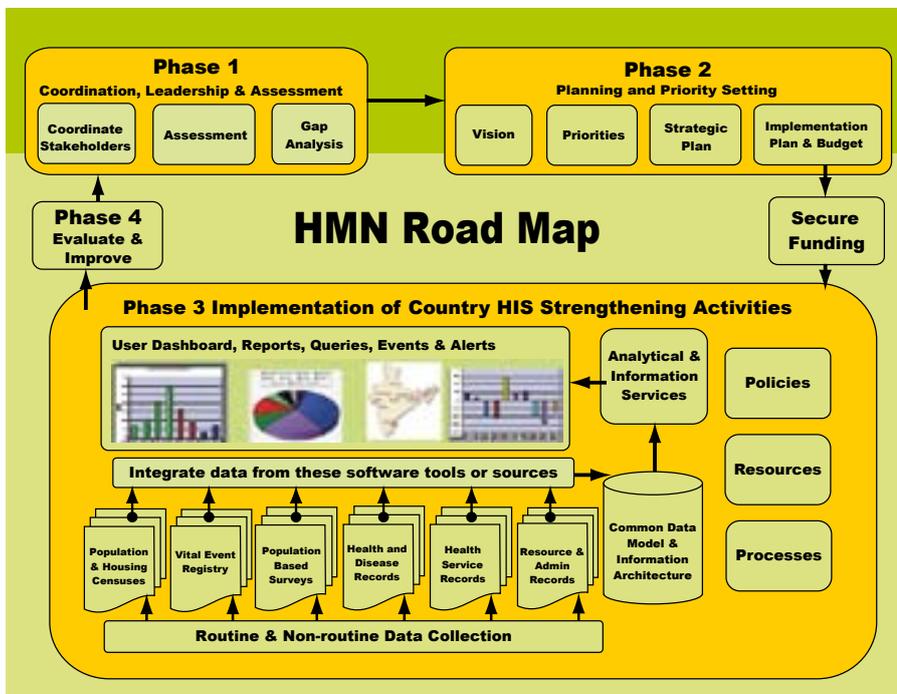
Initial implementations of the HMN Framework will, by their very nature, be pragmatic, iterative and heavily learning based. It will be critical that active and direct guidance on implementing the plan be provided through the steering committee, where the continuing participation of high level leadership and involvement of stakeholders will help maintain momentum and commitment. As patterns and best practices are developed, active consultations with the steering committee, programme partners and donors in the country will be needed.

Evaluation

HMN Phase 4

The monitoring and evaluation phase should feed a renewed cycle of assessment, planning and implementation to build incrementally towards the agreed vision of the health information system.

Figure 1: The Health Metrics Network Roadmap



3B2 Designing labour statistical systems: ILO Approach

The work of ILO in the area of labour statistics centres around: (a) standards setting in form of conventions, recommendations, guidelines and resolutions; (b) dissemination of labour market statistics compiled by NSOs, publications, and other repositories; and (c) capacity building through training, technical assistance and advice, and provision of methodological manuals.

[Convention No. 160.](#)
[Current Guidelines on labour statistics](#)
[endorsed by the ICLS](#)

The work on standards setting, which guides the establishment and/or upgrading of labour statistics system, is contained in ILO Convention No. 160 and Recommendation No. 170. In addition, there are five Guidelines that offer advice on measurement issues in respect to employment, unemployment, dissemination practices of labour statistics, and statistical definition of the informal sector.

[ILO Paper on the development of labour](#)
[statistics systems](#)

The development of a labour statistical system usually takes place through the following six stages. It should be emphasized that it would be prudent if such a system is created within a context of an overall national statistical system, using similar concepts, classifications and definitions, and more importantly within the broader objectives of meeting the national development agenda e.g. the PRSPs and their monitoring and evaluation mechanisms.

ILO Step 1 Preparation and launch

Advocacy for labour statistics and establishment of a user-producer committee to advise on priorities and to aid coordination is the initial step. Effective advocacy can be enhanced if the labour statistical needs are linked and seen to be relevant to the national development efforts – both for planning and monitoring purposes.

ILO Step 2 Assessment

[Current International Recommendations on](#)
[Labour Statistics, 2000 Edition](#)

Key stakeholders (producers and users of labour statistics) should be identified, reached and widely consulted, through for example workshops. Involvement of workers and employers' organization is crucial. All potential sources for labour statistics should be assessed and developed, including administrative records in countries with reasonably well developed administrative systems. According to the international standards on labour statistics, it is recommended that a system of labour statistics should comprise a blend of household

Section 3

censuses and surveys, establishment censuses and surveys and statistics compiled from administrative records.

Coordination and leadership

Legal mandates should be established in each country to ensure that responsibilities are clearly allocated to national statistical offices, the ministry of labour and other relevant agencies for the collection or compilation of labour statistics from different sources as appropriate, preferably as part of the overall NSDS.

Planning and priority setting

Each country should review its national systems of labour statistics, including: assessment of users needs; setting of priorities to meet these needs within capacities and resources that realistically can be made available. Planning should also result in recommendations on the appropriate statistical programme to achieve these statistical outputs, and identify the training and other inputs, including the funding resources, needed to achieve this programme.

Implementation of labour statistics strengthening activities

Overall guidance on the implementation of the above plan should be provided through the established machinery for coordination, in which the continuing engagement of high level leadership and involvement of stakeholders, including workers and employers' organizations, will help to maintain momentum, credibility and increase chances of sustainability. External technical support should balance advice with the opportunity for national self-development.

Monitoring and evaluation

This step provides feedback into assessment, planning and implementation to build an effective labour statistics system.

Practices of dissemination of labour statistics

Making available up-to-date and credible labour statistics to users will be the defining criterion by which the system will be sustainable. Effective dissemination of labour statistics is an equally important dimension of setting up and managing any labour statistical system.

ILO Step 3

ILO Step 4

[*Key Indicators of the Labour Market \(KILM\)*](#)

[*Statistical Information and Monitoring Programme on Child Labour \(SIMPOC\)*](#)

ILO Step 5

[*ILO International Training Compendium on Labour Statistics*](#)

ILO Step 6

[*Guidelines on Dissemination practices for labour statistics*](#)

3B3 Designing agricultural statistical systems: FAO Approach

FAOSTAT

[FAO Statistical Data Quality Framework: A multi-layered approach to monitoring and assessment](#)

At global level, the FAOSTAT Data Quality Framework was developed to monitor data quality in all points of the international data process (from country collection to FAO dissemination). FAOSTAT provides data quality assurance, monitoring and resources:

- FAOSTAT Data Quality Stamp
- FAOSTAT Data Release Schedule
- FAOSTAT Concepts and Definitions
- FAOSTAT Methodology
- Agricultural Bulletin Board on Data Collection (ABCDQ)



The Data Quality Stamp is associated with statistical data that meets the following quality criteria:

- appropriate Metadata is available for the data series
- international Classifications are used
- an update Schedule is provided for the data series
- the data series provides Global Coverage
- the data series in the databases are Integrated within a statistical framework
- the data series is Up-to-date

FAOSTAT/CountrySTAT framework

The above framework is used as the reference for the development of CountrySTAT in countries. CountrySTAT is a statistical framework aimed to organise, integrate and disseminate statistical data and metadata on food and agriculture coming from different sources. CountrySTAT gathers and harmonises scattered institutional statistical information so that information tables become compatible with each other at the country level and with data at the international level.

Agricultural Bulletin Board on Data Collection (ABCDQ)

The Agricultural Bulletin Board on Data Collection (ABCDQ) was also established as an important data quality element to guide users that might seek information, on the sources and methods of national agricultural data collection and dissemination.

FAOSTAT metadata

Recently, FAO in collaboration with countries has developed a comprehensive framework for periodic assessment of National Systems and Metadata for Food and Agriculture Statistics. Relevant information is collected in countries through questionnaire surveys conducted in preparation of the biennial Sessions of FAO Regional Commissions for Agricultural Statistics.

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The following elements are included in the assessment:

Part 1: Organization of the Food and Agricultural Statistical System

- Legal framework
- Structure of the National Statistical System (and place of the agriculture statistics sub-system)
- Strategic framework (existence of national strategy and sectoral strategy and articulation)
- Dialogue with data users
- Financial resources
- Human resources

Part 2: Outputs of the Food and Agricultural Statistical System

- Adoption of international classifications
- Main censuses and surveys conducted
- Agricultural censuses and surveys
- Other main censuses and surveys
- Availability and coverage of agricultural statistics
- Availability of other related statistics and indicators
- National account statistics

[World Census of Agriculture](#)

Detailed information on each major institution producing food and agriculture statistics is provided (including resources and activities). Detailed metadata are provided on all agricultural surveys and censuses conducted in the country, including quality of primary data produced.

A set of synthetic indicators (to be validated) of country capacity is being also developed and includes the followings:

- Resources: relative amount of resources (related to agricultural GDP) on a scale 0-100
- Statistics Availability: relative number of main statistics and indicators produced on a scale 0-100
- Data Collection: relative number of main data collection activities conducted on a scale 0-100.

Web-based Country profiles and databases are being completed in collaboration with PARIS21 as well as country reports on national systems.

3B4 Designing education statistical systems: UNESCO Approach

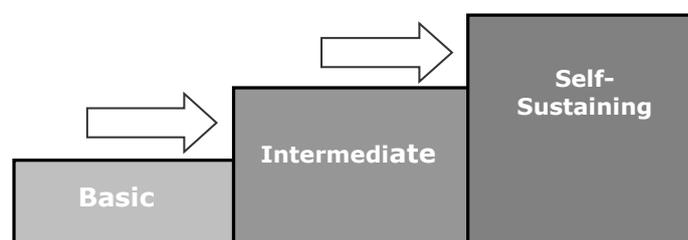
[UNESCO's statistical capacity building program](#)

UNESCO's Institute of Statistics (UIS) is the lead United Nations agency that supports the collection and use of education information. Its goal is to help build sustainable national statistical capacities in UNESCO's competency areas in order to ensure policy-relevant, timely and reliable statistics to support policy formulation, implementation and evaluation as well as assessment and monitoring at the national and global levels.

[Data Quality Assessment Framework for Education Statistics](#)

The capacity development needs in the area of statistics are varied across regions, between countries within regions, and across UNESCO subject areas within countries. These differences exist in terms of capacities and demand for the strengthening of capacities. Hence a 'one-size-fits-all' approach is not feasible. Therefore, the UIS strategy is flexible and recognizes different capacity levels and needs. As shown in Figure 2, there are basically three levels of capacity in the collection and use of education data:

Figure 2: Typology of national information system levels



Basic systems are characterized by poor statistical infrastructure; little government commitment to and/or use of data; significant gaps in national statistics; and a less immediate need for internationally-comparable data for national policy purposes.

Intermediate systems are characterized by having basic data channels in place; some commitment to data use; but data are fragmented across ministries; and there is a lack of efficient collaboration among data producers; problems with the coverage and relevance of data persist; there is interest in cross-national benchmarks and comparisons.

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Self-sustaining systems are characterized by stable information systems; good links between users and producers of data; responsiveness to relevant policy issues; more complex data demands; international comparisons are widely used.

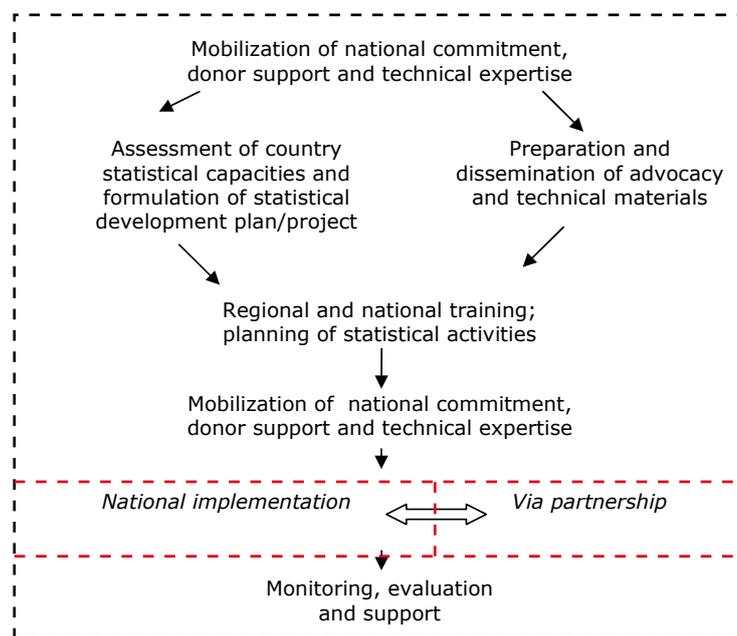
According to the level of national information systems, the UIS adopts different approaches towards capacity development. This description focuses on UIS work in 'basic-level' systems. Other UIS work, especially in the area of internationally-comparable statistics, takes place across all types of systems.

Basic-level systems – improving national data

For countries at the basic level, the overall UIS strategy is focused on improving national data (see Figure 3). It starts with the mobilization of national commitment and donor support and ends with monitoring, evaluation and technical support.

Basic-level systems

Figure 3: UNESCO Institute of Statistics - Statistical capacity development in 'basic-level' systems



Mobilization of national commitment, donor support and technical expertise

National participation and commitment are key factors in the capacity development strategy. For assistance to be effective, it must be based directly on the needs expressed by the country. In addition, the UIS also works to ensure that the strategy is sustainable. This implies that national actors demonstrate long-term commitment to develop and implement the strategy.

The mobilization process involves in-depth meetings with governments, donors and other technical partners. It also entails visits to countries and regions to better inform political and technical authorities about UIS activities in order to ensure that these initiatives are in line with national education plans or programmes.

These measures are taken in the initial phases of UIS interventions. The consultation process continues throughout the elaboration of work plans and their endorsement by the government involved. By ensuring that the proposed activities are aligned with national frameworks, the UIS can further reinforce their support and implementation by local donors and partners.

Assessment of national statistical capacities and formulation of development plan/project

The UIS will carry out assessments of country needs in order to identify the strengths and weaknesses in the production of data and their use by the education sector. The UIS, in collaboration with the World Bank, has developed a set of diagnostic tools specifically for the education sector, which is based on the IMF Data Quality Assessment Framework (DQAF). These tools can be applied to diverse situations – from an individual school to the regional and central levels.

This assessment constitutes a primary input in the construction of a road map to improve the education component of a national statistical system. It also serves as a benchmark to subsequently measure progress. The resulting plan of action can also serve to stimulate and reinforce wider support for the statistical capacity building programme among national and international partners and donors.

Section 3

Preparation and dissemination of advocacy and technical materials

The UIS seeks to mobilize national commitment during every stage of the project. With this aim, it prepares and disseminates advocacy and technical materials which reinforce the understanding and 'ownership' of the project by diverse national authorities. Some of the materials are based on the results of the needs assessment. Other materials focus on international standards and guidelines to promote 'best' statistical practices.

Based on the needs assessment and resulting plan of action, relevant training workshops will be organized at the regional and/or national level. The regional workshops are designed to enable groups of countries to share experiences on addressing similar problems and to develop innovative solutions.

Experience has shown the UIS that it is more efficient to implement activities in the framework of a partnership, rather than maintaining a full-time presence in the field. The UIS works with a wide range of partners, notably including: UNESCO programme sectors and field offices; concerned development agencies, organizations and networks at the international, regional and national levels; ministries and departments.

The UIS has developed several tools to monitor progress at the country level. Examples include the DQAF results, which serves as an initial benchmark for country evaluations designed to ensure that key weaknesses in the national statistical systems are being effectively addressed.

All types of systems - improving cross-national data

For all types of systems – the UIS also carries out work with countries which has a more development-orientated or regional approach. In addition to technical assistance provided to countries on data collection, UIS support also includes data interpretation, analysis and monitoring of cross-national data.

Workshops are organized for all the regions of the world, where the UIS presents and applies international measurement standards and assists countries to develop relevant indicators and to use advanced statistical methods in data analysis.

Training is provided for some countries on new methodologies such as the Literacy Assessment and Monitoring Programme (LAMP) or on specific topics such as education finance indicators.

All types of systems

[UNESCO's LAMP](#)



Section 4

Designing an integrated NSDS that mainstreams sectoral statistical systems into a national statistical system

Summary

This section provides guidance for staff of national statistical offices and sectoral statistical offices to involve sectors during every phase of NSDS design in order to develop cross-cutting strategies.

The objective of this section is that the user of the guide is able to:

- *launch an NSDS design process that involves the sectors in its planning and in preparing its roadmap;*
- *use the framework described in Section 2 during NSDS design to assess sectoral statistical systems;*
- *use the framework described in **Section 2** to prepare strategies for the sectors;*
- *use the framework described in Section 2 to develop shared goals and cross-cutting strategies for integration into the NSDS; and*
- *implement the integrated NSDS and monitor and evaluate its implementation.*

4A Introduction

The decision to mainstream sectoral statistical systems is usually taken when an NSDS is proposed and budgeted. Given the many sectors of government, not all sectors can be included in NSDS design at one time and so they may be sequenced-in during repeated stages of NSDS design (Row 4 of Table 2).

Some countries may have already designed an NSDS or Masterplan but may not have mainstreamed sectoral statistical systems into it (Row 1 of Table 2). It is recommended that the NSO now works with the sectors to conduct an integrated NSDS using this guide.

Some countries may have already designed an NSDS or Masterplan but may not have fully mainstreamed sectoral statistical systems into the plan. This may be because their system is decentralized and the NSO designed the sectoral strategies without involving sectoral staff (Row 2 of Table 2). It is recommended that the NSO works with the sectors to review the existing NSDS document and then mainstream sectoral strategies using this guide.

The final possibility (Row 3 of Table 2) is that the system is centralized and that the NSO mobilized its own staff – out-posted to run sectoral statistics units - to design the NSDS without involving sectoral personnel. It is recommended that the NSO work with the sectors to review and update the existing NSDS document using this guide.

Row	Degree of mainstreaming	Type of system	Approach to NSDS design	Outcome of NSDS design	Next steps
1	Sectors not mainstreamed	Centralized or decentralized	NSO does not consult or involve sectors	NSDS document that does not take account of sectoral strategies	Conduct an integrated NSDS using this guide
2	Sectors partially mainstreamed	Decentralized	NSO consults but does not involve sectors	NSDS document that caters for sectors but does not include sector-owned strategies	Review the NSDS document and mainstream sectoral strategies using this guide
3		Centralized		NSDS document that includes sectoral strategies that are not owned by the sectors	Review and update the NSDS document with the sectors using this guide
4	Some sectors fully mainstreamed	Centralized or decentralized	NSO consults and involves some sectors	NSDS document that includes some sector-owned strategies	Sequence in more sectors in repeated stages of NSDS design using this guide
5	All sectors fully mainstreamed	Centralized or decentralized	NSO consults and involves all sectors	NSDS document that includes sector-owned strategies	Monitor and evaluate NSDS implementation

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Each sector needs to develop its own strategic plan, - or a Sectoral Strategy for the Development of Statistics (SSDS) - to ensure that the NSDS reflects its interests and plans. The SSDSs will subsequently be integrated into the overall NSDS (Figure 1).

After the initial launch, each sector embarks on the development of its SSDS.

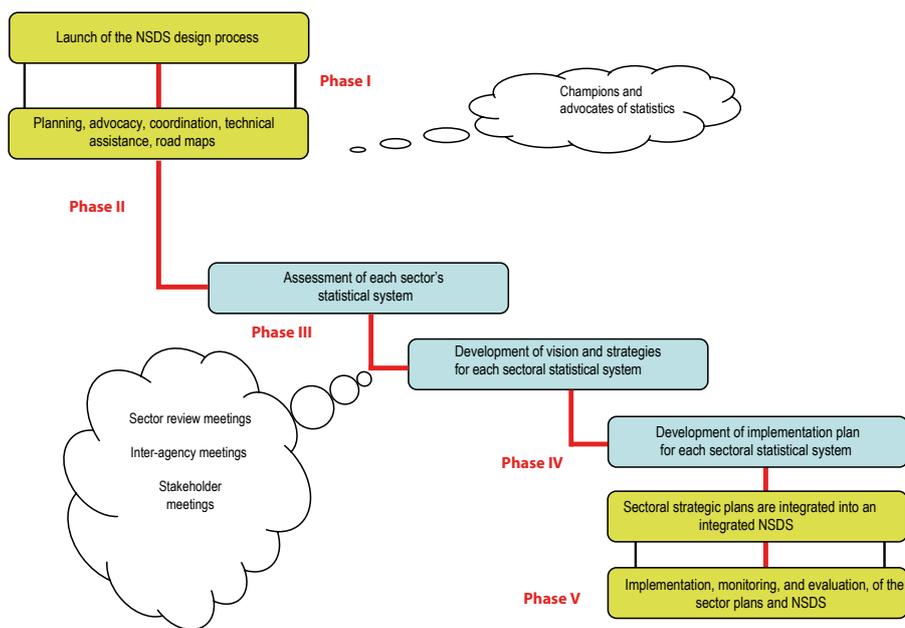
This includes:

- Assessment of the status of its statistical system
- Development of a vision and strategy
- Development of an SSDS document for each sector

The SSDSs are then integrated into the NSDS document. After this, the NSDS and each of the SSDSs are ready for implementation.

Sections 4B to 4F describe how the sectors are integrated within the five phases of the NSDS.

Figure 1: Integrating sectors into the five phases of the NSDS process



SSDS stands for Sectoral Strategy for the Development of Statistics and is used as to refer to sector strategies developed as part of the NSDS.

4B NSDS/SSDS Phase I: Mainstreaming the sectors from the launch

4B1 Introduction

The first phase of NSDS design comprises the preliminary procedures necessary for its successful launch. The NSO in collaboration with sector representatives, users and other key stakeholders need to organize the following tasks (described in sections 4B2 to 4B6):

These tasks may be undertaken simultaneously and not necessarily sequentially

Setting up administrative procedures: establishment of committees and working groups across the sectors, assignment of responsibilities and reporting channels.

Developing an advocacy campaign: before and during the launch and then throughout the whole NSDS design process.

Identifying, reaching and briefing stakeholders: across the span of the NSS so that they are familiar with all steps involved in NSDS design.

Acquiring technical assistance: NSDS design can be facilitated by consultants when gaps in capacity have been identified.

Finalizing the roadmap: as a summary of the tasks and activities to be carried out with realistic time-lines, responsibilities, expected outputs and a budget.

By way of preparation, the NSO in collaboration with participating sectors can search for background literature, for example documenting: monitoring and evaluation of the PRS, and MDGs for this country and examples from other countries; earlier national and sectoral statistical plans and examples of NSDSs from other countries; NSO and sector policies, mandates, and reports; and international standards and frameworks.

There may also be an assessment of the capacity of the NSO and sectors to conduct the NSDS with a view to deciding the kind of assistance that may be needed.

Setting up administrative procedures 4B2

The design of an all-inclusive country-owned NSDS depends on having well planned and clear administrative structures and institutional arrangements. The NSO takes responsibility for identifying, mobilising and sensitising stakeholders, and establishing task teams, committees and working groups. Committees need to be set-up at policy level, inter-agency level, sectoral level and NSO level.

The head of the NSO may appoint a senior level NSDS Coordinator supported by an NSDS Design Team, to assist in developing procedures, organizing meetings, accessing and allocating funds, recruiting consultants, meeting with sectoral and other contact persons, and providing documentation of the whole process.

The NSDS Design Team is a small operational coordinating group that provides technical backup to consultants and sectoral agencies, and monitors progress. It may consist of representatives from all NSO technical departments and some key but few stakeholder institutions. It is desirable that most of the team work full time on NSDS design. It also helps if supportive donors participate actively with the team.

The head of the sector/ministry is responsible at sector level but may appoint a Sector Focal Person to coordinate the development of the sector roadmap, organize, mobilise funds for and moderate sector meetings, and work closely with the NSDS Coordinator and the consultants to develop sector plans and provide documentation of the whole process.

The head of the sector/ministry or the delegated Sector Focal Person, chairs a Sector Committee which is responsible for the overall design of the SSDS. Membership is drawn from all technical departments of the sector with a representative from the statistics department serving as the secretariat. An NSO staff member from a related subject area can be delegated to provide technical backup. The sector committee may be newly constituted or formed by enhancing an existing committee structure.

The sector may set up Sector User Committees to facilitate planning and prioritisation, and ensure that the SSDS addresses relevant policy issues and priority data needs at sector and national level.

These structures may be named differently across countries but play similar functions eg. Inter agency committee (Uganda) vis-à-vis the Inter institutional committee (Senegal).

NSDS Coordinator

[Example TOR for the Ugandan NSDS coordinator](#)

NSDS Design Team

[Example TOR of the Uganda NSDS Design team](#)

SSDS Focal Person

NSDS Sector Committee

[Example TOR for Uganda NSO sector contact persons](#)

[In Uganda, the Ministry of Health enhanced an existing committee - Health Surveillance Sector Plan - to coordinate the SSDS process.](#)

Sector User Committee

[TOR of the Uganda Sector Committee](#)

[TOR for the Uganda sector representative to the committees](#)

An inter-agency committee (operational at national level), with membership drawn from all participating sectors and chaired by the Head of the NSO, provides the platform to forge collaboration and cooperation among the sectors and to jointly monitor progress with the NSDS and SSDS.

The policy level NSDS Committee gives political or high level government backing to the development of statistics and facilitates the implementation of key decisions across the sectors. It may be chaired by the head of the public service, and comprises the head of the sectors and chief executive officers of agencies and parastatals. The chair of the inter-agency committee periodically reports key progress to the committee as a way of providing feedback to government.

4B3 Developing an advocacy campaign

[Advocacy tool: FAO/PARIS 21 Video on Food and Agriculture Statistics for Development](#)

A champion for statistics is someone with influence and authority who believes in the importance and power of statistics and uses his/her position to ensure that the highest priority is assigned to statistical development.

An advocate for statistics is someone who is committed to its development vigorously spreading its message.

Statistical development is important to all members of society whether they are users or producers of data. There is need for vigorous and effective advocacy to enable each group to understand and play an effective role in NSDS design.

Advocacy can be undertaken before and throughout NSDS design. The initial message may underscore:

- the importance of statistics for planning, monitoring and evaluation of programmes and projects plus enhancing decision-making in critical areas affecting the society;
- the increasing demand for statistics to support the national and international development agenda;
- the integration of statistical development into national development plans;
- the role of the NSDS as a comprehensive framework for statistical investment and development;
- NSDS design and why it is important to mainstream sectors into it.

The message may subsequently become more focussed on progress to date. It is important that all sectors transmit the same message to concerned stakeholders.

“Champions” and “advocates” may be cultivated as NSDS process enablers.

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The groups that need to be sensitized include:

- management and staff of the NSO and sector level (top and middle managers)
- heads of Sectors particularly Permanent Secretaries and Chief executive Officers
- heads and staff of Sector planning departments
- members of Parliament
- donors and international organizations
- the media
- civil society organizations and non-governmental organizations.

Advocacy targeted at the very top can be effective.

An information bulletin can be produced to inform all stakeholders on the progress made. Other tools include: public workshops at each phase, inserts in newspapers, special broadcasts, commercials, posters, brochures and flyers.

Uganda involved the Permanent Secretaries to chair initial sensitisation visits by Uganda Bureau of Statistics. This was later strengthened by the sensitisation of the Head of the Public Service and a consortium of Permanent Secretaries during one of their routine meetings. This helped in securing interest for the development of statistics at the sector level and guaranteed support for implementation.

[Example of Uganda NSDS news bulletin](#)

Identifying, reaching and briefing stakeholders 4B4

Users, producers and key stakeholders need to be identified and adequately briefed about participating in NSDS design and implementation. Dedicated workshops might cover:

Principles of strategy development: developing strategic goals and objectives, vision, mission and core values, analysis of strengths, weaknesses, opportunities and threats, stakeholder analysis, and identification of data needs and priorities.

Monitoring, reporting and evaluation: equip sectors to develop logical frameworks outlining the strategic action, activities, outputs, performance indicators and assumptions, and to prepare a plan for monitoring and evaluation.

Statistical issues: since not all staff engaged in data production in the sectors are professional statisticians, there is need to generate a common understanding about statistical issues. Briefing topics can cover the Fundamental Principles of Official Statistics, DQAF and the GDDS. Refresher training in statistical concepts and survey data analysis may be offered to the sectors, if requested.

4B5 Acquiring technical assistance

NSDS design builds on international and domestic experience and expertise. Areas for technical assistance need to be identified in order to facilitate NSDS design, to bring objectivity and share best practices. Consultants can provide services in:

[Example of Ugandan TOR for national consultant](#)

Details of the consultant's terms of reference and reporting obligations need to be specified in the contract.

Strategic management: to facilitate each sector to identify its strengths, weaknesses, opportunities and threats; develop its vision and mission, strategic goals, as well as the implementation plan.

Statistical development: to facilitate each sector to assess its statistical status in regard to data production, data management, quality; infrastructure and statistical capacity. International expertise can be sought in the review of the legal frameworks regulating statistical operations at sector and national level.

[Example of Ugandan TOR for a national costing consultant](#)

Costing and financing implementation plans: to facilitate preparation of a financing plan and budgets for each of the sectors and for the overall NSDS.

4B6 Finalizing the roadmap

Design of a roadmap is the preliminary and most critical stage of NSDS design. All stakeholders need to contribute and own the roadmap in order to ensure that it results in a strategy that can be implemented. It is at this stage that mechanisms for political support, endorsement and reporting are agreed upon including other key issues of the NSDS design as described in section 3. This section focuses on the preparation of the projected timetable for the integrated NSDS.

For example the Ministry of Education in Uganda, had a major interference in designing its SSDS when government assigned them a new task of developing the Universal Secondary School Programme at the time when the MoE - SSDS was at its peak.

The participation of sectors is central in the development of the roadmap timetable. Their involvement not only enhances ownership, but ensures that the roadmap is aligned to existing plans and that the SSDS process will be accommodated within their schedule.

[Example of the Zimbabwe Roadmap](#)

The roadmap timetable (see example in Table 3) can be revised from time to time as some activities will start later than originally planned. It is important that stakeholders are kept informed of the changes.

Finally, during timetable development, there is need for consensus on obtaining the political and financial commitments of governments and donors to facilitate the process. The onus is on the heads of sectors to identify and ensure the right champions and advocates are harnessed for this purpose. They must take a proactive role to reach out and make a case for them to support the process.

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Table 3: Example Road Map Timetable for the NSDS/SSDS

TASK	ACTIVITY	TIMELINE	ACTOR/s
1. Launching of NSDS design process			
	<ul style="list-style-type: none"> Document review Designing the roadmap timetable Setting up of the structures for designing the NSDS/SSDS Mobilisation of external resources Identifying, reaching and briefing stakeholders Preparing an advocacy campaign Acquiring technical assistance Review and decisions from the authorities 		
2. Assessment of sectoral statistical systems			
<ul style="list-style-type: none"> Setting up mechanisms for evaluation, information sharing, and advocacy to all actors and the international community Establishment of a system appraisal along two main axis, evaluation of current results of the statistical system in relation to data user satisfaction and staff satisfaction, and generally in relation to governance Performance of the data production system Establishment of an assessment synthesis of the current situation (SWOT analysis) Information sharing and advocacy activities Review of decisions from authorities 	<ul style="list-style-type: none"> Stakeholder analysis (<i>Stakeholder analysis is a tool for identifying stakeholders and describing the nature of their stake, roles and interests</i>). SWOT analysis Gap analysis/ User consultation/ assessment of user needs/data gaps Organizational, institutional, infrastructure, data management and development, M&E and reporting, and budget development Review meetings 		
3. Development of vision and strategies for each sector			
<ul style="list-style-type: none"> Visioning Developing strategies 	<ul style="list-style-type: none"> Vision and mission for NSS and sector specific Clarification of mission for NSO and the respective sectors Identification and documentation of Core Values Identification of strategic objectives Draft a report on the strategies 		
4. Development of implementation plan for each sector			
<ul style="list-style-type: none"> Prepare implementation plan and corresponding budget covering the strategy period Integrating SSDS into the NSDS 	<ul style="list-style-type: none"> Define action plans, with activities, outputs, indicators, logical frameworks, workplans, and budgets Establishment of priority of outputs SSDS and Main NSDS Report integration Review meetings 		
5. Implementation, monitoring and evaluation			
	<ul style="list-style-type: none"> Design of monitoring and evaluation and of reporting mechanisms Establishment of draft workplan for year one in line with available budget Presentation of SSDS proposals to authorities Submit proposals to authorities Mobilisation of funds for implementation Stakeholders Workshop High Level Seminar Review meetings 		

4C NSDS/SSDS Phase II: Assessing the status of sectoral systems to develop an integrated NSDS

4C1 Introduction

[Example of Malawi assessment tool](#)

The second phase of NSDS/SSDS design involves an assessment of the current status of the entire NSS. This section provides specific guidance on the assessment of sectoral systems to inform subsequent sectoral strategy development. The extent of the assessment will depend on the resources available and the priority given to the assessment by the sector itself. Some sectors may have already reviewed their statistical systems using their own methodologies and others may not be ready for a major review.

This section proposes a number of issues for review that could provide insight into the development of the potential cross-cutting strategies described in Section 2. These issues correspond to the objectives described in the framework in Table 1, covering: the use of resources, productivity of data management, availability of data, and public awareness of the value of statistics for this sector.

4C2 Approaches to assessment

[How to conduct a SWOT analysis](#)

The assessment will involve sector management, heads of programmes that generate statistics, and users of the sector's statistics. The NSDS design team will work alongside the sector team in order to ensure consistency between sectors and with the overall NSDS design.

[GDSS guide](#)

[IMF DQAF website](#)

[Statistical capacity building indicators](#)

[Example of Uganda SWOT analysis form](#)

Preparation for the assessment requires a thorough analysis of existing documentation and review of the findings of any earlier assessments. Priority areas and methods for this assessment will then be agreed. Some sectors may decide to follow sector specific advice, for example the health sector may refer to the assessment tool of the HMN described in Section 3.

Reference may be also made to international frameworks such as the IMF DQAF, PARIS21 Statistical Capacity Building Indicators, and the GDSS.

SWOT analyses are useful to assess organizational Strengths, Weaknesses, Opportunities and Threats.

Issues for assessment 4C3

Using the framework provided in Table 1 (p. 21), this section poses some questions. Answering them should lead to the development of strategies that could cut across the NSS. The detailed information required to answer each question needs to be agreed by the assessment team, and translated into appropriate proforma for data collection.

Are the arrangements for coordination between users and producers within the sector and between the sector and users and producers in other sectors adequate for the sector to function efficiently within the NSS?

Do the existing legal and institutional frameworks adequately reflect the sector's mandate in relation to the NSO and other agencies and sectors in the NSS? For example, do they clearly identify lead responsibilities for data production and dissemination?

Are the organizational functions, relationships, operating procedures and management strategies appropriate to meet the sector's mandate?

Is the budget allocated to the statistical system adequate to meet current and projected needs?

Are the sector's human resource strategies for recruiting, training, supervising and promoting staff adequate to allow the system to function properly and maintain standards?

Is the physical infrastructure – information and communication technology, office equipment, office buildings, vehicles, etc – adequate for the system to run efficiently?

Could the data management system be improved to facilitate efficient data production, i.e. reduce duplication of effort and fill gaps in the system?

Are there clear definitions of all data produced? Are they archived so that they can be accessed by users and producers in the sector and in other agencies and sectors of the NSS?

Use of resources

Productivity of data management

Availability of data

Does the system produce the appropriate set of indicators to assess sector performance?

Does the system produce the appropriate set of indicators to monitor development goals, for example PRSPs and MDGs?

Does the data production calendar meet user needs and make efficient use of the system's resources?

Are there agreed and appropriate standards for the quality of data produced by the system and are they implemented?

Are the indicators clearly defined, accurately measured, representative, reliable, and made available in a timely fashion?

Are the existing dissemination policies and plans for statistical production adequate?

Does the system provide adequate training to assist users in the sector and in other agencies and sectors in the NSS to make best use of the data produced?

Public awareness *Are the advocacy strategies employed sufficient to raise public awareness of the importance of the data produced by this sector?*

4C4 Summary of findings

The aim of the assessment is to identify gaps that need to be addressed. Most of these gaps are brought about by a mismatch between data demand and supply, i.e. gaps in terms of what data are desired beyond what is available in the respective sector. The assessment can provide the status of users' current and future data needs, with clear indications on the way and frequency with which they can be met.

Once the assessments have been conducted, their results provide evidence for the development of potential cross-cutting strategies that can improve the functioning of the sector and of the NSS as a whole. Some of the strategies developed may be sector specific but they are likely to fall in the categories of strategies provided in the framework in Table 1.

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NSDS/SSDS Phase III: Developing a vision and strategies for each sector and the integrated NSDS 4D

Introduction 4D1

In the third phase of NSDS design each sector develops its vision and strategy and these are integrated into the overall NSDS document. Strategy development will generally be guided by management and statistical experts working together. Much depends on the good will of a sector head and on sector appreciation of user requirements. The head of each sector knows the sector's targets and how these fit into the national development programme and policy frameworks.

Although the NSO has the responsibility of coordinating and guiding the process of designing sector strategies, it must equally develop its own strategic direction for development as the centre piece to the overall NSDS.

Developing vision and strategy

4D2

The vision defines "where we wish to be", the mission defines "what our business is", the strategic objectives define "what we want to do"; and the strategies define "how we achieve our strategic objectives". Each sector, and also the NSO, will develop its vision, mission and objectives. These can be brought together under the umbrella of the overall NSDS vision, mission and strategic objectives.

Strategic objectives need to be Specific, Measurable, Achievable, Relevant and Time-bound (SMART) and few in number.

The next step is for the sectors and the NSO to draw up their respective strategies. Some strategies will be specific to a sector or to the NSO, but the emphasis of this guide is on finding the cross-cutting strategies that will mainstream the sectoral statistical systems into the NSS.

It is advisable to have plenty of consultation with the sector committees and between the sectors and the NSO through the sector focal points, the NSDS coordinator, and the NSDS design team in order to have as much opportunity as possible for agreement on suitable cross-cutting strategies.

4D3 Possible cross-cutting strategies

Make more efficient use of resources

1. **Development of common institutional procedures for coordination, collaboration and cooperation:** designed to ensure vibrant and durable partnerships and collaboration within and across sectors and among users to improve sector statistics. Coordination will embrace all sectors and their respective users and producers. Sectors may seek NSO support to enable them to penetrate the management of their institutions and strengthen inter-institutional linkages. Some of the tools that might be used include coordinating committees, NSS meetings and seminars, an NSS newsletter, a common NSS website and email discussion groups.
2. **Creation of a legal and policy framework that takes into account the requirements of all stakeholders in the system:** that sets out functions, rights and obligations of the sectors and the NSO within the NSS. The previous assessment of each sector's mandate (Section 4C) will have identified areas for improvement in, and ways in which the mandate may be aligned within an overall NSS legal framework. The aim is consistency of existing laws and mandates and the development of data exchange policies between sectors and with the general public.
3. **Development of an NSS-wide financing strategy:** this strategy may be developed once the other strategies have been drawn up and the plan is complete. Some activities will be financed solely from sectoral sources but others, for example the establishment of a system-wide data warehouse or the development of training courses for common cadres of staff across the system, may be funded centrally. Mobilization of funding is described in more detail in Section 4E.
4. **Development of a comprehensive human resource strategy that ensures uniform training, recruitment and promotion procedures for all staff working in the NSS:** the assessment (Section 4C) will have provided insights into gaps in human resource capacity and skills in each sector and for the system as a whole, as well as priorities for career development to sustain statistical production. An NSS-wide human resource strategy may be developed to provide specialised training, common recruitment and career structures for all personnel working across the NSS.

Section 4

5. **Rationalized use of physical infrastructure and ICT across the NSS.** It may be possible to share space and buildings especially at the district level where there may be more shortages. Specialised facilities such as computer laboratories and libraries may be made more widely accessible across the system. An NSS-wide intranet may be set up to facilitate better communication.
6. **Development of a coherent management information system across sectors:** to facilitate streamlining of data flow, data sharing and user access across the sectors. This can be undertaken by ensuring that information and communication technologies are compatible and by promoting standard software and hardware, sharing specialised programmes and equipment and by developing an NSS intranet, wherever possible.
7. **Establishment of a common data warehouse:** each sector may create a data warehouse to store all the data collected by the sector. Ultimately, it should be possible to create a common data warehouse across the NSS by linking the sectoral data warehouses, or simply by building one data warehouse for the NSS.
8. **Development of a common metadata dictionary** with a common set of clearly defined data and indicators, together with information about the way in which the data were collected and where they are located. This will ensure that all sectors use standardized definitions for the same data and indicators, making it possible to relate and analyse data and indicators across several sources and sectors. A compendium of definitions and statistical concepts can also be generated and implemented across all sectors.
9. **Agreement about common standards for data quality:** generally data quality refers to the relevance, accuracy, timeliness, accessibility, comparability and coherence. Some of the sectors will have assessed data quality using the DQAF which will identify areas for improvement. A useful strategy would be for the NSS to adopt a common agreement about the standards of data quality to be achieved throughout its sectors.

Improve productivity of data management

Increase the availability of quality data

[Guidelines for developing a data dictionary](#)

[FAOSTAT metadata](#)

South Africa, for example, has developed a policy to ensure that producers of statistics adhere to agreed standards, procedures and guidelines on producing quality data.

For an example of a data warehouse, see the [Live Database developed by the World Bank](#)

10. **Creation of a harmonized data production schedule:** with corresponding data release calendars for censuses and surveys for each sector integrated into an NSS statistical programme. The calendars may be organized so that there is as little overlap as possible between major data production activities in order to be able to target resources to support different sectoral and NSO activities or priority areas in the NSS.
11. **Development of a comprehensive dissemination policy:** the production of statistical reports may be synchronized so that annual reports for different sectors appear at the same time, for example to inform PRS or MDG monitoring. It can also be useful for a single ministry to report information from another sector in its annual report; for example, a national health statistical report may contain statistical information from the ministries of health, education, agriculture, the NSO etc. For this to happen there need to be standard formats, timelines, methods of analysis, and publication dates. Reports can be made available to key users and partners on an NSS website.

Raise the public profile for statistics

12. **Build a coherent advocacy strategy across the NSS:** given the limited statistical awareness and lack of appreciation of statistics by policy makers and decision makers at different levels and across society, a common approach to statistical advocacy in the NSDS implementation is important. Effort is needed to promote uniformity in the use of data to support an argument, the awareness of the variety of interpretations of figures, and a conscientious understanding of widely used concepts such as means and percentages. The media needs to be empowered as well to report and use key statistics to support their reports and this should be encouraged across the NSS.

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NSDS/SSDS Phase IV: Preparing implementation plans for the sectors and the integrated NSDS 4E

Introduction 4E1

During Phase IV the vision and strategies identified in section 4D have now to be translated into an actionable plan of detailed activities with milestones, responsibilities and a timeline. The NSDS design team can work with the sector focal points to develop a logical framework for implementation of the integrated NSDS. The logical framework has to be carefully budgeted, and finances sought to implement it.

Ugandan proposal for implementation of an integrated Plan

Translating strategies into budgeted plans 4E2

To develop a logical framework it is necessary to associate activities with strategies (with strategies corresponding to objectives). Each activity or group of activities must be associated with a set of inputs or resources, a timeline, indicators of outputs and a statement of the assumptions that must be valid for the inputs to lead to the specified outputs. The activities, inputs, output indicators, timeline and assumptions are then presented in a matrix format which can form the basis for subsequent monitoring and evaluation.

The logical framework may well have at least one page for each cross-cutting strategy as its implementation will depend on each sector completing a set of activities. The clearer the logical framework, the easier it will be to monitor and evaluate the overall NSDS.

Logical framework

The NSDS and each SSDS should clearly set out the overall cost of developing the statistical system over the time period defined in the strategy. It should provide clarity on the priorities between competing statistical requirements within the budget indicating the total investment and recurrent cost of implementing the NSDS and each SSDS broken down by category, e.g. equipment, training, data collection and production etc.

4E3 Mobilizing funds for the NSDS/SSDSs

In Uganda and Nigeria, for example, statistics have no budget lines in the overall sector budgets.

A statistics plan, no matter how comprehensively prepared, will remain a mere document unless adequate resources are mobilised for its effective implementation. In most African countries, there is limited appreciation of the role of statistics in national development and there are no or limited resources to support statistical operations especially at the sector level. Instead statistical operations depend on planning department budgets in which finance for statistics is implicitly embedded, or on project support from donors.

Once the NSDS budget has been prepared, an assessment of the extent of existing funding will give an indication of the additional funds required for full implementation:

- **Existing government funding** will provide most core support for statistical activities. Although it is relatively easy to identify the government's budget allocation to the NSO, it can be more difficult to ascertain the resources allocated to statistics within a sector. The process of creating budget lines for sector statistics is good practice to sustain the sectors' statistical activities and to estimate budget gaps for NSDS/SSDS implementation.
- **Existing donor funding** for statistical activities needs to be identified across the NSS – to the NSO and to each sector - and factored into NSDS/SSDS implementation. Some funding streams will be difficult to identify as they may be project related, rather than system related.

In some countries, the government may be willing to fill the financing gap, but in most cases external financing will be required. An NSDS, which has been prepared on a participatory basis and which is endorsed and supported by all the main stakeholders can provide a mechanism for coordinating donor assistance to statistics and for mobilizing additional resources. Donor financing may be organized in different ways, for example:

- **a single donor** may agree to provide all external funding needed to implement the strategy;
- **multiple donors** may agree to fund different components of the strategy;
- **a basket fund** may be set up and assistance from different donors channeled through it; and
- **general budget support** by development partners who prefer to give direct budget support to the government with funds earmarked for statistics within it.

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Some donors may be more interested in providing general support to a specific sector, for example health or education, than for implementation of the NSDS per se. They may channel their funding using a sector-wide approach or through some other mechanism. Sectors which have prepared SSDSs should engage with these donors to identify whether additional funds could be made available for SSDS implementation. Sectors should resist donor support for activities that are not prioritized in the strategy.

The different funding mechanisms described above are not mutually exclusive. It is possible to have a group of donors contributing to an NSDS basket fund while others channel financing to individual sectors. This reinforces the need for strong coordination mechanisms to be put in place for NSDS implementation. In the longer term, the government should plan to assume responsibility for statistical funding by increasing its contribution over time.

4F NSDS Phase V: Implementation, monitoring and evaluation of the integrated NSDS

4F1 Introduction

Effective implementation is the essential complement to a well-designed NSDS. The implementation process outlines mechanisms for managing change, monitoring, and reporting on progress as well as periodic review of the strategy so as to modify it appropriately. Key implementation issues include: sustainability of sectoral interest, mechanism for financing, and issues of reporting, monitoring and evaluating the implementation of the plan.

4F2 Sustaining sectoral interests during implementation

With the NSDS and SSDS documents approved and launched at the relevant levels of government, expectations for better statistical delivery are bound to be raised. Delays in fulfilling these expectations can cause disappointment. Sectoral interest will be sustained if there are some visible results of improved systems and statistical delivery.

In Tunisia, the establishment of the statistical council immediately brought about effective coordination activities within the NSS with visible results in the sectors.

A good idea is to initiate some “quick win” activities that fall within the plan but that show immediate impact on the production and use of statistics and the functioning of the NSS. Quick win activities might include:

- Communication**
- creation of committees to operationalize the NSDS within the agreed institutional framework;
 - increased coordination among sectors through producer/ producer, user/producer, and supplier/producer committees;
 - rotation of meeting venues among the sectors and participation of the NSO and sector leadership; and
 - regular meetings of NSO leadership with the chief executives of each sector to dialogue on: technical support, and financial support for poorly resourced sectors through basket funding.
 - installing intranet/internet facilities to communicate between sectors and the NSO; and
 - distribution of a NSS newsletter.

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- provision of short courses for users and producers in all sectors to meet competency gaps in data analysis and report writing, organization and management, computer literacy, survey management; standards, international initiatives and guidelines, development frameworks and policy processes.
- supply of needed equipment e.g. computers, printers, overhead projectors, vehicles, office supplies etc.
- harmonisation of sector mandates and the overall NSS legal framework for data production.
- compilation of compendium of standards concepts, definitions etc;
- development of handbook on methods covering data collection, compilation and analysis for the use of the sectors;
- development of a database of the essential indicators;
- delivery of mandatory statistics to key users in better timely manner, for example: economic management indices, sector year books and consolidated into the country year book; and
- publication of indicators to measure progress of the Millennium Development Goals coordinated by the NSO including necessary support to the sectors by the NSO.

Training

Equipment

Mandates

Standardization

In Uganda, improved and autonomous organization coupled with improved conditions of service and timely release of economic indices sustained interests and growth in statistical development. The NSO also sustained the interest of the sectors by providing training for their data producers.

Working with international agencies

4F3

For international agencies and (bilateral and multilateral) donors the NSDS provides:

- clarity about the aspirations of the government and its priorities between competing statistical requirements;
- a framework for more effective technical assistance;
- a framework for financing and accountability; and
- a basis for coordination.

Once an integrated NSDS has been designed, it is advantageous for the NSO and the NSDS coordinator to work with the donor agencies to coordinate their support for components of the NSS. This applies to activities of both the agencies' international offices and country offices.

4F4 Reporting, Monitoring and Evaluation

Regular and effective reporting on progress of strategy implementation is very important. Mechanisms can be established for periodic reporting using well defined performance indicators to monitor progress. These will be based on the logical frameworks described in Section 4E.

There are some prepared tools available for monitoring progress and assessing the performance of the NSDS, for example the statistical capacity building indicators prepared by PARIS21, or the indicators provided by GDDS and DQAF. A decision needs to be made about what reports to prepare, their frequency as well as who is to produce and who is to receive them. The performance information can serve many users and can lead to a strategic learning process to benefit future performance.

Monitoring

Monitoring will:

- ensure that stated goals are being achieved;
- track inputs, activities and outputs by sector;
- determine if implementation is on course;
- alert management about potential problems before a situation becomes critical; and
- suggest corrective actions to ensure performance conforms to strategy or that strategy is revised in light of new experiences.

Monitoring will be ineffective unless action is taken in response to what is measured or reported.

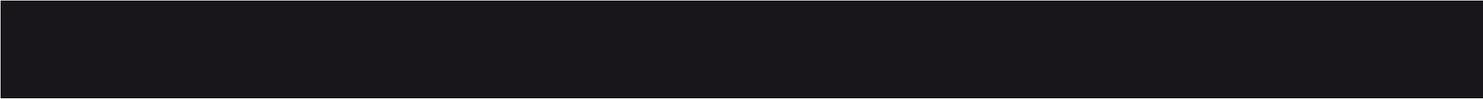
Evaluation

An evaluation exercise should be carried out probably at the mid point and at the end of the action plan to assess:

- the most significant constraints;
- most successful activities; and
- how well the NSDS/SSDS achieved its goals and targets.

The benefit of evaluation is the learning opportunity, which it provides for better future performance.





Web resources



1A Mainstreaming sectoral statistics to design, implement and monitor development strategies

PARIS21 NSDS documents and knowledge base <http://www.paris21.org/pages/designing-nsds/NSDS-documents-knowledge-base>

Country Poverty Reduction Strategies <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPRS/0,,contentMDK:20200608~menuPK:421515~pagePK:148956~piPK:216618~theSitePK:384201,00.html>

Poverty reduction source book <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPRS/0,,contentMDK:20175742~pagePK:210058~piPK:210062~theSitePK:384201,00.html?>

Millennium Development Goals <http://www.un.org/millenniumgoals>

Marrakech Action Plan for Statistics <General%20references/MarrakechActionPlanforStatistics.pdf>

1B International support for planning national statistical systems

Reference Regional Strategic Framework for Statistical Capacity Building in Africa <General%20references/060203%20RRSF%20EN-Brief%20Final.pdf>

African Development Bank - Statistics http://www.afdb.org/portal/page?_pageid=473,970723&_dad=portal&_schema=PORTAL

Making the case for National Strategy for the Development of Statistics <NSDS%20material/MAKINGTHECASE.pdf>

Partnership in Statistics for Development in the 21st Century: PARIS21 <http://www.paris21.org/>

AFRISTAT <http://www.afristat.org/?pg=10>

Common Market for Eastern and Southern Africa <http://www.comesa.int/about/>

Economic Community Of West African States <http://www.ecowas.int/>

Web resources

- <http://www.sadc.int/> Southern African Development Community
- <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20447127~menuPK:983432~pagePK:229544~piPK:229605~theSitePK:239427,00.html> World Bank Trust Fund
- <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20100851~menuPK:244214~pagePK:229544~piPK:229605~theSitePK:239427,00.html> World Bank STATCAP lending facility
- <http://dsbb.imf.org/Applications/web/gdds/gddshome/> General Data Dissemination System
- <http://www.un.org/esa/devaccount/> United Nations Development Account projects
- <http://www.surveynetwork.org/home/> International Household Survey Network
- http://www.paris21.org/pages/task-teams/teams/introduction/index.asp?id_team=12 Accelerated Data Programme
- http://cst.addisababa.unfpa.org/412_3311.asp Integrated Management Information Systems
- <http://statistics.mak.ac.ug/> Institute of Statistics and Applied Economics
- <http://www4.worldbank.org/afr/stats/pdf/brochure.pdf> Eastern Africa Statistical Training Centre
- http://www.paris21.org/Dir_Partners_06/dir_partners_06_ensea.pdf Ecole Nationale Supérieure de Statistique et d'Economie Appliquée
- http://www.paris21.org/Dir_Partners_06/dir_partners_06_issea.pdf Institut Sous-Régional de Statistique et d'Economie Appliquée
- http://www.paris21.org/Dir_Partners_06/dir_partners_06_enea.pdf Ecole Nationale d'Economie Appliquée

1C International support for sectoral statistics

<u><i>The Health Metrics Network</i></u>	http://www.who.int/healthmetrics/en
<u><i>The UNESCO Institute for Statistics</i></u>	http://www.uis.unesco.org/ev.php?ID=5471_201&ID2=DO_TOPIC
<u><i>The International Labour Organization</i></u>	http://www.ilo.org/public/english/bureau/stat/index.htm
<u><i>The Food and Agriculture Organization</i></u>	http://www.fao.org/es/ess/index_en.asp
<u><i>FAO COUNTRYSTAT</i></u>	http://www.fao.org/statistics/countrystat/
<u><i>The IMF GDDS site</i></u>	http://dsbb.imf.org/Applications/web/gdds/gddshome
<u><i>IMF DQAF website</i></u>	http://dsbb.imf.org/Applications/web/dqrs/dqrsdqaf/
<u><i>UNESCO's statistical capacity building program</i></u>	http://dsbb.imf.org/Applications/web/dqrs/dqrsdqaf/
<u><i>ABCDQ website</i></u>	http://193.43.36.14/abcdq/about.htm

2A Mainstreaming sectoral statistical systems into national statistical systems

<u><i>UNSD: Development of National Statistical Systems</i></u>	http://unstats.un.org/unsd/natstat_development_main.asp
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3A Guidance on designing an NSDS

<u><i>NSDS Guidelines</i></u>	http://www.paris21.org/documents/1401.pdf
<u><i>NSDS checklist</i></u>	http://www.paris21.org/documents/2410.pdf
<u><i>PARIS21 Guide to prepare a roadmap</i></u>	http://www.paris21.org/documents/1519.pdf

Guidance on designing sectoral statistical strategies 3B

http://dsbb.imf.org/Applications/web/gdds/gddshome	<u>The IMF GDDS site</u>
http://dsbb.imf.org/vgn/images/pdfs/gddsguide.pdf	<u>GDDS guide</u>
http://www.who.int/healthmetrics/documents/hmn_framework200609.pdf	<u>Health Metrics Framework</u>
http://www.who.int/healthmetrics/documents/hmn_assessment_tool_guide_english_v1_96.pdf	<u>Health Metrics Network Assessment Tool\ Convention No. 160.</u>
http://138.25.65.50/au/other/dfat/treaties/1988/10.html	<u>Current Guidelines on labour statistics endorsed by the ICLS</u>
http://www.ilo.org/public/english/bureau/stat/download/articles/2005-1.pdf	<u>ILO Paper on the development of labour statistics systems</u>
http://www.ilo.org/public/english/bureau/stat/publ/currec.htm	<u>Current International Recommendations on Labour Statistics, 2000 Edition</u>
http://www.ilo.org/public/english/employment/strat/kilm/	<u>Key Indicators of the Labour Market (KILM)</u>
http://www.ilo.org/public/english/standards/ipecc/publ/simpoc00/index.htm	<u>Statistical Information and Monitoring Programme on Child Labour (SIMPOC)</u>
http://www.ilo.org/public/english/bureau/stat/download/papers/train.pdf	<u>ILO International Training Compendium on Labour Statistics</u>
http://www.ilo.org/public/english/bureau/stat/download/guidelines/dissemin.pdf	<u>Guidelines on Dissemination practices for labour statistics</u>

<u>FAOSTAT</u>	http://faostat.fao.org/site/357/default.aspx
<u>FAO Statistical Data Quality Framework: A multi-layered approach to monitoring and assessment</u>	http://unstats.un.org/unsd/acccsub/2004docs-CDQIO/1-FAO.pdf
<u>FAOSTAT/CountrySTAT framework</u>	http://faostat.fao.org/
<u>Agricultural Bulletin Board on Data Collection (ABCDQ)</u>	http://faostat.fao.org/abcdq
<u>FAOSTAT meta data</u>	http://faostat.fao.org/site/357/default.aspx
<u>World Census of Agriculture</u>	http://www.fao.org/es/ess/census/default.asp
<u>UNESCO's statistical capacity building program</u>	http://www.uis.unesco.org/ev.php?ID=5471_201&ID2=DO_TOPIC
<u>Data Quality Assessment Framework for Education Statistics</u>	http://dsbb.imf.org/Applications/web/dqrs/dqrsdqaf/
<u>UNESCO's LAMP</u>	http://www.uis.unesco.org/ev.php?ID=6409_201&ID2=DO_TOPIC
	http://faostat.fao.org/site/591/default.aspx

4B NSDS/SSDS Phase I: Mainstreaming the sectors from the launch

<u>Advocacy tool: FAO/PARIS 21 Video on Food and Agriculture Statistics for Development</u>	http://faostat.fao.org/site/591/default.aspx
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4C NSDS/SSDS Phase II: Assessing the status of sectoral systems to develop an integrated NSDS

GDDS guide <http://dsbb.imf.org/Applications/web/gdds/gddshome>

IMF DQAF website <http://dsbb.imf.org/Applications/web/dqrs/dqrsdqaf/>

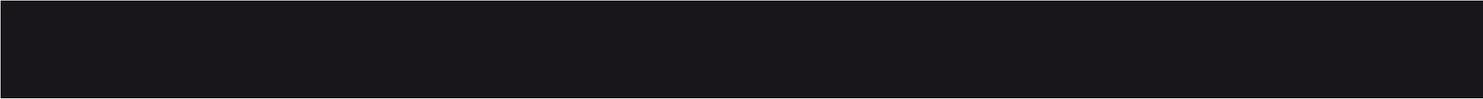
Statistical capacity building indicators <http://www.paris21.org/documents/1024.pdf>

How to conduct a swot analysis http://www.marketingteacher.com/Lessons/lesson_swot.htm

Live Database developed by the World Bank. <http://www4.worldbank.org/afr/stats/ldb.cfm>

4E NSDS/SSDS Phase IV: Preparing implementation plans for the sectors and the integrated NSDS

Logical framework <http://www.kar-dht.org/logframe.html>



Country examples



4B NSDS/SSDS Phase I: Mainstreaming the sectors from the launch

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- 76 [Example TOR for Uganda NSO sector contact persons](#)
- 77 [Example TOR for the Uganda sectoral committees](#)
- 78 [Example TOR for the Inter-agency committee members](#)
- 79 [Example Ugandan TOR for national consultant](#)
- 82 [Example of Ugandan TOR for a national costing consultant](#)
- 90 [Example of the Zimbabwe Roadmap](#)
- 94 [Example TOR for Senegal SMP preparation launching workshop](#)
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4C NSDS/SSDS Phase II: Assessing the status of sectoral systems to develop an integrated NSDS

- 92 [Example of Malawi assessment tool](#)
- 84 [Example of Uganda SWOT analysis form](#)

4D NSDS/SSDS Phase III: Developing a vision and strategies for each sector and the integrated NSDS

- 85 [Example SPSS report outline](#)
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4F NSDS/SSDS Phase V: Implementation, monitoring and evaluation of the integrated NSDS

- 88 [Guidelines to costing Sectoral Strategic Plans for Statistics](#)

FROM UGANDA

Terms of references for the PNSD Coordinator

Arising from the central role of the UBOS, the Executive Director nominated a coordinator of the PNSD. This task requires focus, innovation, commitment and ability to work under minimum supervision. By the nature of the assignments involved the coordinator should be at a senior level if it is not the CEO of the NSO. This is because, the task calls for interface with high level officers of government and various technical managers in the agencies.

The NSDS Coordinator plays the following roles among others;

- Steering the process throughout the design and subsequently following up of the PNSD implementation plan.
- Acquisition of relevant documents and reference materials as to support the NSDS process
- Preparation of consultants terms of reference and administering the consultancy process
- Mobilisation of stakeholders to buy into the PNSD process
- Initiating implementation of the plan of action, invitations, speeches and programmes for the PNSD events.
- Scheduling review sessions for sectoral plans for relevant discussion.
- Developing strategic mechanisms for reaching out to eminent persons to champion, and preside over major events of the NSDS process
- Maintaining dialogue between sectors through Inter Agency Committee meetings and also bilaterally.
- Follow up on sectoral strategy designs for updates on progress at each stage of the process at all levels.
- Preparation and submission of monthly reports to the Chief Executive of the UBOS.
- Preparation of the PNSD Bulletin for wider readership to inform on progress of the design process.
- Advocacy for the process at different fora.
- Documentation of the experiences throughout the design process.
- Networking with experts elsewhere involved in the same process of designing an NSDS.
- Sourcing for experts as peer reviewers and consultants to address technical issues of the design.
- Plus any other assignments given by UBOS management.

FROM UGANDA

Terms of reference for the PNSD Design team

Tasks

1. Spear head the design of the PNSD
2. Mobilise and sensitise sectors about the strategic planning for statistics.
3. Support sectors in identifying core products, data gaps and quality assessment.
4. Support the integration of statistics from the different sources (censuses, surveys, and administrative sources) into a comprehensive data base.
5. Review and ensure adherence to International standards and initiatives in the production of statistics
6. Promote internal technical coordination in the production of statistical information and the building of team spirit.
7. Provide for the interface between Users-Producers to agree on data priorities and timely production and use of relevant statistical products.
8. Support the review and formatting of sectoral plans according to agreed standards and identify areas with duplication of effort
9. Provide a platform for sharing experiences and lessons of the process during the Inter Agency Committee (IAC).
10. Identify existing capacity gaps in the sectors that call for technical backstopping by the NSO.

Inputs

- Regular participation in the Sectoral committee meetings
- Represent NSO core values and mandate
- Sharing of technical documents and recommendations of international standards
- Participate in the User's and policy maker's assessment of the designated sector
- Feedback to and from NSO about progress in designing SSPS
- Bringing sector Producers and Users closer to NSO activities

Outputs

- Comprehensive and realistically costed Sectoral Strategic Plans for Statistics
- Adherence to international standards [terminologies, methodology etc]
- Skills development (soft, hard etc)

FROM UGANDA

Terms of reference for UBOS staff supporting sectoral committees

In order to strengthen coordination and collaboration between UBOS and the sectors (Ministries, Departments and Agencies-MDAs), UBOS staff are nominated from technical directorates as representatives to sectoral committees. These nominees represent related subject areas in the MDAs. They are therefore expected;

Tasks

1. To play an advocacy role about the importance of quality and strategically planned statistics.
2. To support MDAs in assessing their User data needs against respective data produced by the sector.
3. To support sectors in identifying capacity and data gaps requiring technical support from UBOS and other stakeholders.
4. To increase UBOS - MDA interaction by identifying information needs and availing the relevant information or materials to enable ease the development of sectoral strategies.
5. To provide technical back stopping to enhance the integration of statistics from the different sources (censuses, surveys, and administrative sources) into a harmonized data base.
6. To encourage and enhance the sharing of knowledge and adherence to International standards and initiatives in the production of statistics
7. To strengthen Institutional and technical coordination in the sharing of information and skills transfer as well as building of team spirit.
8. Update the PNSD design team on progress of developing the SSPS.

Inputs

- Regular participation in the Sectoral committee meetings
- Represent UBOS core values and mandate
- Technical reports and recommendations of international standards
- Participate in the User's and policy maker's assessment of the designated sector
- Provide feedback to and from UBOS about progress in designing SSPS
- Bringing MDA Producers and Users closer to UBOS activities

Outputs

- Comprehensive SSPS
- Linkages in data produced by UBOS and MDA
- Adherence to international standards [terminologies, methodology etc]
- Better coordinated NSS

FROM UGANDA

Terms of reference for sectoral committees

Background The low level of institutional coordination has undermined the stake of Sectors in the National Statistical System (NSS). In recognition of this, the Uganda Bureau of Statistics (UBOS) took a deliberate effort to engage sectors in the design of the National Strategy for Statistical Development (NSDS). Each sector was urged to constitute a functional committee comprising of sectoral representatives from data production outfits, (units, divisions, sections, departments, directorates) and key users. To ensure uniformity across sectors, the UBOS designed following Terms of Reference (ToRs) outlining specific tasks to guide the Sectors (Ministries, Departments and Agencies- MDAs).

The contact person nominated by the Head of Sector is expected to;

- (i) Identify officers engaged in data production, planning and decision making in the sector.
- (ii) Identify representatives of each statistical outfit and get the supervisors to endorse.
- (iii) Constitute a sectoral committee of technical staff and key users—chaired by contact Person.
- (iv) Nominate a representative to the Inter agency committee.
- (v) Attend consultative and review meetings for integrating data/information from sectors/institutions

TASKS

- i) To identify all the major sectoral outfits currently collecting or compiling related statistics,
- ii) To prepare a formal inventory of the different data systems being operated by the different stakeholders in the sector,
- iii) To identify the data collected, methodology, procedures used, coverage, availability, levels of aggregation, quality, frequency of up-dating, and utility,
- iv) To identify major data needs related to the sector – for informing sectoral policies, national development agenda and achievement of international goals etc,
- v) To identify data gaps and priorities for addressing these in line with the sectoral policies national and international goals.
- vi) To support the consultant in the assessment of sectoral statistics and development of pragmatic sectoral strategy and respond to any other related issues as will be requested by the consultant/s and UBOS,
- vii) Prepare a realistically budgeted implementation plan ie. 5 year with a projected budget, first 3 years in line with the Medium Term Framework (MTEF), and 1 year (first year) detailed budget with action plan based on initial prioritized activities,
- viii) Present the plan at sectoral level and the Swap to build consensus and prepare a final report.

Inputs

- Internal mobilization of technical staff and advocacy for the Sectoral strategy development
- Participation in the assessment and development of the strategy
- Support to the Consultant(s) and UBOS in undertaking designated tasks

Outputs

- Awareness about the SSPS concept and its relevance,
- Compilation of User needs and gaps.
- Work plan for expediting the task
- Brief progress reports of the SSPS design process, including challenges, lessons

Reporting

The SSPS committee contact person reports to the NSO Design Team committee headed by NSDS Coordinator on a monthly basis.

FROM UGANDA

Terms of reference for the Inter-agency committee members

Background

As part of the development of the National Strategy for the Statistical Development of Statistics (NSDS), the NSO coordinates the Inter Agency Committee (IAC) meetings. The committee comprises of representatives from participating agencies in the NSDS design and implementation process.

Tasks

The tasks of the IAC may include but not be limited to the;

- Review and discuss work in progress and set bench marks
- Review and consolidate mini sectoral/institutional outcomes, identify gaps and feed back to a consortium of mini sectoral representatives.
- Review planned outputs in line with international experience, guidelines, standards, Frame works and concepts
- Participation in consultative meetings for integrating data/information from sectors/institutions
- Proposal of modalities for feedback to sectors/institutions
- Closely working with the Consultant/s and or NSO on NSDS activities as planned
- Determination of the nature and schedule of meetings/workshops required during the process
- Discussion of planned activities presented by the NSDS design team, and
- Agreement on a reporting mechanisms to the high level steering committee

Inputs

- Be part of the Inter Agency Committee for data production units
- Review mini sectoral outputs, progress and advise implementing agency

Outputs

- Consolidated sectoral/mini sectoral reports on key organizational objectives sensitized, statistical strategic plans, user needs and gaps.
- A representative to the inter agency committee
- Outline of the way forward for mini committee and timing for their contributions to the NSDS process.
- A short progress report of the mini sector including challenges or constraints

Reporting

The IAC under the chairmanship of the Executive Director will report to the Steering committee.

Timing

The task is estimated to last the life time of the NSDS design. A progress report of the Inter Agency Committee outcomes are stored at the NSO following each meeting for future reference and follow up.

FROM UGANDA

Proposed terms of reference for national consultants to support the development of sectoral strategic plans for the NSDS

Background

1. The Uganda Bureau of Statistics is mandated by Act of Parliament, 1998 to develop and maintain the National Statistical System (NSS), and is charged with the responsibility for coordinating, monitoring and supervising the NSS. The NSS includes all agencies in Uganda, whether Government or not; under any enactment or otherwise; responsible for gathering statistical data through either surveys or administrative action" (Statistics Act, 1998).
2. UBOS currently fulfils its mandate based on a 5 year Corporate Plan (2002-2007). However, the corporate plan has over the last three years been almost exclusively focused on UBOS activities. It has not provided for a holistic approach to data production in the NSS such as the NSS's institutional, technological and administrative frameworks, its financing, human resources, sharing of data methodologies and data use for decision-making. This has led to an NSS characterized by a weak capacity and low level of institutional coordination.
3. UBOS is now working with sectors to address these weaknesses in the NSS by developing a Plan for National Statistical Development (PNSD). The PNSD will pull together Sectoral Strategic Plans for Statistics (SSPS) for key sectors in the Government of Uganda, and allow for development of other sectors over the lifetime of the first PNSD (10 years).
4. Funding to support the development of the PNSD is provided from the World Bank's Trust Fund for Statistical Capacity Building. The PNSD will pull together the various key sectors and the main outputs will be
 - (i) A report on the current status of Uganda's Statistical System,
 - (ii) Sectoral Strategic Plans for Statistics (SSPS)
 - (iii) A 10 year National Statistics Development Strategy report and
 - (iv) a detailed 3 year plan related to the MTEF with clear mechanisms for its implementation.
5. UBOS has developed a Road Map and has embarked on an outreach programme to sensitise key stakeholders including Permanent Secretaries, technical managers in the Ministries of Health, National Government, and Gender, Labour and Social Development about the PNSD. However, given the nature of activities, the Bureau will require consultancy services to undertake given tasks in the design process of the PNSD.
6. The need for consultancies during the design process phase arises from the limited skills in UBOS and other sectors to develop a strategic plan for the National Statistical System and corresponding sectoral strategies. In addition, the need for objectivity in expediting this task is pertinent. There is also need for a sound strategy with realistic and achievable objectives.
7. As part of the development of the Plan for National Statistical Development (PNSD), UBOS has designed these ToRs for national consultants to help sectors to develop their Sectoral Statistical Strategic Plans.

Objective

8. To support line ministries to develop a 10-year Sectoral Strategic Plan for Statistics (SSPS). The SSPS will include implementation and funding plans for the next 3 years, and comprehensive
9. training programmes required to strengthen the sector's statistical and statistical management capacity in the long-term (10 years).

Country examples

Scope of the work

10. Each SSPS should be a sector owned, long-term plan with realistic implementation arrangements taking into account available funds and sectoral capacity.
11. Each SSPS should take advantage of all existing studies and reports that can be effectively used to prepare the plans and should therefore avoid any duplication of efforts. The focus of work should be on 1) assessing capacity in line ministries; 2) gathering demand for line ministries statistics; 3) stocktaking donor activities in line ministries; 4) prioritize demands, 5) identify priority actions sequenced over 10 years; and 6) provide a costed implementation plan for the next 3 years.
12. Each SSPS should be drafted based on stakeholder consultation within the sector/Institution and should be finalized after a workshop taking into account sector stakeholder comments.
13. Each SSPS should be prepared keeping in mind the actual use of statistics by stakeholders, especially that the county capacity to utilize data is still limited. SSPS should not be overly ambitious, which could ultimately lead to sectors not being able to make much progress towards updating and improving their systems. The primary use of statistics is to monitor the Poverty Eradication Action Plan (PEAP) within the framework of the National Integrated Monitoring Strategy (NIMES).
14. Each SSPS should not only focus on key statistical outcomes (e.g. improving the quality of Management Information Systems and other statistics), but also the institutional conditions within the sector that affect the statistics (e.g. management, relationships with stakeholders and clients).
15. Each SSPS should include the following components:
 - 1) an assessment of the current sectoral statistical system (including institutional capacity [technical, organisational, infrastructure, training, resources]; strengths, weaknesses, opportunities and threats);
 - 2) where the sectoral statistical system would like to be in 10 years (including a vision and mission);
 - 3) how to get there and to sustain development [costed 3 year Implementation Plan and a 1 year action plan for initial implementation]; and
 - 4) how to monitor progress of the system ie. A monitoring, reporting and evaluation framework
16. The PNSD will include a long-term training programme required to build institutional capacity across Uganda. Each SSPS should include information about existing training plans and realistic requirements for statistical and statistical management training over the next 10 years.

Inputs

17. National consultants with strategic planning experience, coupled with sector/line ministry knowledge, who can motivate sector colleagues through a difficult process of assessing the sectors current statistical position, where it wishes to go and how it will get there.

The national consultants will be supported by an international consultant with a strong statistical background who will;

- Assess each key statistical output against agreed quality criteria
- Assess methodologies and the quality of statistics
- Review and discuss with UBOS, the Government and other key stakeholders the vision and mission statements, and develop core values of UBOS in line with those of other ministries
- Examine the legal framework governing statistics activities in the country and identify areas requiring strengthening to enable UBOS play its role efficiently and effectively
- Be part of the team to consult widely with key policy makers, compile SSPS reports, and the implementation plan outlining the 3 year, and 5 – 10 year Plans for Cabinet endorsement.

Outputs

18. Progress reports to UBOS and the mini-sectoral committees by output below;
 - Short report of assessed current statistical capacity in each line ministry
 - Short report of demand for line ministry statistics, including strengths and weakness of statistics, the gaps and the issues that need to be addressed in the SSPS/PNSD (technical, institutional, infrastructure and capacity building).
 - Short report of donor activities in statistics in line ministries
 - Statistical Vision and Mission for each line ministry
 - Short report on the legal framework governing statistics activities in the country outlining areas to be strengthened
 - Utilising the previous reports and work, a 10 year sequenced and prioritised strategic plan for statistics in each line ministry,
 - including implementation and funding requirements for 3 years (MTEF period) – work plans,
 - realistic training requirements needed to strengthen line ministry statistical and statistical management capacity in the longer term (10 years).
 - Monitoring and evaluation mechanisms

19. The following issues will be handled by the international consultant with a statistical background, but will form part of the report on current status of statistics.
 - Short report on key statistical output against agreed quality criteria
 - Short report on methodologies and the quality of statistics
 - Short report on the legal framework governing statistics activities in the country outlining areas to be strengthened

Reporting

20. National consultants working on the PNSD shall report jointly to UBOS and their sectoral committees. National consultants will be expected to work closely with their sector colleagues in the development of the sectoral strategic plans for statistics.
21. Sectoral specific committees have been constituted within to internally mobilize technical staff from data production units. They will facilitate the review of data production units in the sector/units and provide necessary support to the consultant/s.
22. The PNSD will be supported by a team of national consultants working with an international consultant who will provide the overall guidance and draw the PNSD together from the SSPS. Regular communication between national consultants, UBOS and the international consultant will be essential.

Timing

23. The development of the sectoral strategies is estimated to last up to six months during the PNSD design (from October to March 2006).

Payment

24. The consultant shall be paid a total sum of This money will be disbursed in the following instalments;
 - 50 percent, initial payment on signing of the contract
 - 30 percent, after submission of SSPS reports
 - 20 percent, after submitting the draft implementation plan report to the Client.

Duration of the Consultancy

The consultancy is expected to be done in Person days at a rate of US\$ per person day spread from – to

FROM UGANDA

Terms of reference for national consultants to support the costing of sectoral strategic plans under the PNSD

Background

The Uganda Bureau of Statistics is mandated by Act of Parliament, 1998 to develop and maintain the National Statistical System (NSS), and is charged with the responsibility for coordinating, monitoring and supervising the NSS. The NSS includes all agencies in Uganda, whether Government or not; under any enactment or otherwise; responsible for gathering statistical data through either surveys or administrative action" (Statistics Act, 1998).

UBOS currently fulfils its mandate based on a 5 year Corporate Plan (2002-2007). However, the corporate plan has over the last three years been almost exclusively focused on UBOS activities. It has not provided for a holistic approach to data production in the NSS such as the NSS's institutional, technological and administrative frameworks, its financing, human resources, sharing of data methodologies and data use for decision-making. This has led to an NSS characterized by a weak capacity and low level of institutional coordination.

UBOS is now working with sectors to address these weaknesses in the NSS by developing a Plan for National Statistical Development (PNSD). The PNSD will pull together Sectoral Strategic Plans for Statistics (SSPS) for key sectors in the Government of Uganda, and allow for development of other sectors over the lifetime of the first PNSD (10 years).

UBOS has so far developed a Road Map and has embarked on an outreach programme to sensitise key stakeholders including Permanent Secretaries, technical managers in the Ministry of Health, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Gender, Labour and Social Development, Ministry of Trade, Tourism and Industry, Police and UBOS. However, given the nature of activities, the Bureau has engaged consultancy services to undertake given tasks in the design process of the PNSD.

The need for consultancy during the design process phase arises from the limited skills in UBOS and other sectors to develop well costed strategic plans for the National Statistical System and corresponding sectoral strategies. In addition, the need for objectivity in expediting this task is pertinent. There is also need for a sound strategy with realistic and achievable objectives.

Each SSPS will include the following components:

- I. An assessment of the current sectoral statistical system (including institutional capacity [technical, organisational, infrastructure, training, legal resources]; strengths, weaknesses, opportunities and threats);
- II. Where the sectoral statistical system would like to be in 10 years (including a vision and mission);
- III. An implementation plan outlining how to the sector specific mission, and
- IV. A costing of the implementation plan for the next *5 years with greater detail for the first 3 (MTEF) years*

The PNSD will include a long-term training programme required to build institutional capacity across Uganda. Each SSPS should include information about existing capacity plans and realistic requirements for statistical and statistical management training over the next 10 years to enable realistic costing.

1. Tasks

To support designated Sectors in the development of investment and financing plans for their Strategic Plans for Statistics (SSPS). The SSPS should include implementation and financing plans for the next 3 years in line with the Medium Term Expenditure Framework (MTEF), and a comprehensive training programme to strengthen the Sector's statistical production and management capacity, as well as the improvement and initiation of new methods of data collection in the long-term (5-10 years).

In particular the consultant's tasks are;

- To analyse the various supports (Financial and Training Assessment) that bilateral and multilateral donors Government, are currently contributing towards statistical activities in the designated sectors.
- Define and develop an investment and financing plan for each Sector and UBOS. Include investment , re-current, and training budgets for each year for the first 3 years,
- Support Sectors to develop prioritized and costed action plans for the implementation of SSPS for a period of five years (2006 -2011) beginning FY 2006/2007, and
- Participate in discussions about the appropriate mechanism to channel donor support to the statistical system.

Qualifications

For this consultancy, UBOS seeks a national consultant with strategic planning and statistics experience coupled with sector/line ministry knowledge; He/she should have at least 5 years experience in costing project activities.

2. Outputs

Realistically costed investment and financing plans for each sector and UBOS in line with the Medium Term Expenditure Framework.

3. Reporting

The national consultants costing the SSPS and the overall PNSD shall report jointly to the UBOS PNSD Coordinator and the sectoral committees. The consultant will work closely with the sector contact persons and the national consultants in the costing of the Sectoral Strategic Plans for Statistics.

Sector specific committees have been constituted within to internally mobilize technical staff from data production units. They have developed draft budgets to facilitate statistical activities in the respective sectors.

4. Timing

The development of the costed Sectoral Strategies is estimated to last up to days during the PNSD design. This consultancy will start2006.

FROM UGANDA

TOWARDS DEVELOPING SECTORAL STATISTICAL PLANS FOR PNSD: Assessment of organizational /sectoral capacity using SWOT Analysis Technique:

Name of organization/sector

.....

1. Briefly list and describe your organisation's/sector's substantial strengths (internal)

.....
.....
.....

2. Briefly list and describe your organisation's/sector's substantial weaknesses (internal)

.....
.....
.....

3. Briefly list and describe your organisation's/sector's substantial opportunities (External)

.....
.....
.....

4. Briefly list and describe your organisation's/sector's substantial Threats (External)

.....
.....
.....

FROM UGANDA

Draft SSPS Report Outline

Foreword

Acronyms

Executive Summary

Acknowledgments

1. Background

2. Introduction

3. Process of developing the sectoral plan

4. Structure of the Plan

5. Assessment of the current status of statistics

- Stakeholder analysis
- Statistical Advocacy
- Organizational development and management
- Human resource development - Training
- Data development [Surveys, Censuses, and Administrative data - Quality, standards, dissemination, audits, tools, techniques...]
- Capacity Building – Infrastructure, Information Technology Strategy, and
- Coordination mechanisms
- Data production programmes processes and quality of data
- Strength, Weaknesses, Opportunities and Threats
- Gap Analysis

6. Vision and Mission

- Vision, mission and objectives
- Core values and principles

7. Strategic Framework for the SSPS Strategic objectives, actions

- Capacity building programme
- Statistical programmes, prioritisation of issues and data development
- Costing Plans – preparation of Budgets (Yr1, Yr 3 and Yr 5) and Financing plan
- Implementation plan
- Logical Framework.
- Work plan for year 1

8. Appendix (if any)

FROM UGANDA

Proposed implementation of an integrated plan

An integrated plan must have well streamlined institutional and coordination arrangements in order to operate effectively. There are several functions that must be performed within the system including policy making and oversight; generation, data management, dissemination and use of statistics; coordination; supervision; monitoring and evaluation– all of which must be assigned to appropriate responsibility centres to ensure perfect harmonization and synchronization. The following structures are pertinent for the achievement of this task namely;

Uganda Bureau of Statistics

UBOS is the central organ that drives the entire NSS and will, therefore, have multiple roles that include the following:

- Being the Secretariat to the Inter- Agency Forum and the UBOS Board.
- Developing statistics policies for consideration by the Steering Committee.
- Generating statistics and disseminating them to relevant stakeholders and the general public.
- Setting standards and protocols for the generation, dissemination and use of official statistics, and ensuring that they are observed within the NSS.
- Coordinating the generation, dissemination and use of statistics within the NSS to enhance synergy, minimize duplication, and promote optimal use of resources.
- Linking the NSS to external statistical systems.
- Convening discussions on statistics and publishing their proceedings
- Guiding MDAs on capacity building and technical issues.
- Promoting statistical research and setting research agendas for the different components of the NSS.
- Liaising with the Office of the Prime Minister to ensure that statistical activities are captured by the National Integrated Monitoring and Evaluation System (NIMES) and that data production meets the needs of the policy makers.

National Statistical System Board

The NSS Board will play a fundamental role in transforming the NSS. Its functions, composition and tenure will be spelt out in the NSS Act. It is recommended that the Board comprise 9 representatives from the following organisations/institution:

- National Planning Authority
- Ministry of Finance, Planning and Economic Development
- Bank of Uganda
- Ministries involved in the implementation of PNSD
- A representative from the private Sector.
- A representative from Civil Society organizations

The functions of NSS Board will be:

- Review progress of the implementation of PNSD
- Approve work programmes, the budget and procurement plans
- Address critical issues that could hinder the implementation of the PNSD
- Approve progress reports

Steering Committee (SC)

The SC will be the highest policy making body on statistics in the country and it will comprise eminent persons from public and private spheres who have made an outstanding contribution to the generation and use of statistics. The SC will be responsible for:

- Considering statistics policies, developed by NSS Board
- Liaising with the Office of the President on matters relating to statistics in national development.
- Providing effective guidance and supervision to the NSS through the Inter-Agency Forum.

Inter-Agency Forum

The Inter-Agency Forum will provide the platform for regular stakeholder consultation over and coordination of the implementation of the PNSD. Chaired by UBOS its membership will comprise development partners, the National Planning Authority, MDAs, Uganda Local Government Association, the Local Government Finance Commission, the NGO Forum, the Development Network of Indigenous Voluntary Association (DENIVA), the Population Secretariat and the Office of the Prime Minister.

Ministries, Departments and Agencies (MDAs)

MDAs are central to the functioning of the NSS because they develop policies and ensure their implementation at central and local government levels. This requires relevant, accurate, complete, consistent and timely statistics and effective collaboration with UBOS. The roles of the MDAs will include:

- Setting up and ensuring effective operation of sectoral statistical committees.
- Synchronizing own statistical generation processes to ensure coherence in data generation within their own sectors.
- Generating statistics and disseminating them to relevant stakeholders and the general public.
- Collaborating with other sectors and stakeholders in the generation, dissemination and use of statistics.
- Providing support to local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.
- Collaborating with UBOS in implementing the plan for National Statistics Development.
- Participating actively in the activities of the Inter-Agency Forum.

FROM UGANDA

Guidelines to costing Sectoral Strategic Plans for Statistics

This stage involves development of an investment and financing plan for each sector/MDA. The plan will address capital, recurrent, investment and training budgets as follows;

- 5 years PNSD/SSPS comprehensive plan (2006-2011)
- 3 year detailed costed plans in line with the MTEF, and
- 1 year costed action plan with clear activities for initial implementation

All expenditures, new projects, and costs must be presented relation to prioritised activities within the investment and financing plan.

TASKS

1. Current Status of statistical support

- a) Review financing plan for the past three years
- b) Look at the past performance actual against the budgeted/estimated cost.
- c) What was the cause of the variance?
- d) Identify the unexpected activities that may have had an impact on the cost ie. Unplanned but implemented.
- e) Analyse various support that government and donors are contributing to Sectoral Statistics production.
 - (i) What the main source of funds is.
 - (ii) Establish the scope of activities funded.
 - (iii) Analyse the trends for the support

2. Sector budgets and costing

- a) Review each MDA budget in relation to the strategic objectives
- b) Link planned expenditure to outcomes using unit costs in the investment and financial plans
- c) Analyse budgets for all components in the plan ie. Statistical Advocacy, Organisational and Institutional Development, Human Resource Management and Infrastructural Development, Information Technology Strategy, Data development, Data dissemination, Surveys, Data from administrative sources and coordination mechanisms, Data from Census, Strengthening data administrative sources, and Statistical auditing.
- d) Develop investment and financing plans for the years 2006/7, 2007/8, 2008/9 in line with the MTEF.
- e) Prepare the detailed plan with clearly costed prioritized activities for the first year.

3. Financing Plans

- a) Obtain information on the financing plans and funding forecasts from government, bilateral and multilateral support for the years 2006/7, 2007/8 and 2008/9. This should include;
 - (i) Categorising activities and inputs included in the strategy
 - (ii) Costing each activity and inputs to generate the detailed cost estimate per financial year.
 - (iii) Summarize the costs for the year 3 years (2006/7, 2007/8, 2008/9) and roll to 2009/10 to 2010/11 (5 years) taking into account the factors of market prices inflation and exchange rates.

4. Consolidation of SSPS budgets

- (i) Pool all sector costed plans into one document.
- (ii) Discuss with client (UBOS) the draft documents and incorporate the comments.
- (iii) Match all the prioritized activities to costs.

5. Harmonisation of Resources

- (i) Develop a concept of harmonization/sharing resources among sectors with a common goal in terms of equipment, data collection and processing programmes, vehicles, Training etc.

Country examples

FROM ZIMBABWE

Roadmap for the NSDS Process

Period	Activity	What Is Involved	Who Is Responsible?
13-18 June	Road Map for the NSDS Process	<ul style="list-style-type: none"> ❑ Meetings with the Ag. Director, Central Statistical Office (CSO) ❑ Meetings with the Transformation Team Chaired by Mr. C. Parirenyatwa, Deputy Director of CSO with members from CSO and the State Enterprise & Privatization Agency ❑ Holding meetings with key policy makers <ul style="list-style-type: none"> - Permanent Secretary, Ministry of Economic Development - Permanent Secretary, Ministry of Trade and Industry - Deputy Governor, Central Bank - Heads of Planning Departments in Ministries of Health, Education, etc ❑ Charting the road map for the NSDS process including approach, who will be involved, timelines, etc. 	<ul style="list-style-type: none"> ● International Consultants ● Inter-agency Transformation Team ● UNDP
13-18 June	Draft Statistics Act	<ul style="list-style-type: none"> ❑ Producing 1st Draft ❑ Circulating Draft among key stakeholders for comment 	International Consultants & Transformation Team

Period	Activity	What Is Involved	Who Is Responsible?
20 June – 15 July	Draft Statistics Act	<ul style="list-style-type: none"> ❑ Receive & incorporate comments on Draft Statistics Act and produce 2nd Draft 	Transformation Team
20-21 July	1 st NSDS Workshop	Two days of diagnosing decline in statistical production, prescribing strategic management of the National Statistics System (NSS) and presentation of Highlights of the Draft Statistics Act	International Consultants & Transformation Team
22-26 July	Prepare formats for data collection	Questionnaire and other instruments for CSO, key data users, training institutions, development partners	International Consultants & Transformation Team
25-30 July	Preparation of the Workshop Report	Report to include: objectives, a summary of presentations, a summary of issues raised in discussions, evaluation of the workshop, conclusions and the way forward, annexes including the workshop time table & list of participants	Rapporteurs under direction of Ms. T. Mungate, Assistant Director, CSO
29 July-14 August	Get written comments on the Draft Statistics Act	Send reminders to institutions for comments within 2 wks Collate comments with those obtained from the 1 st Workshop	Transformation Team
1-10 August	Recruitment of a National Consultant	Working out TOR, short listing and sending the short list to SADC WB Project on Statistical Capacity Building	Ag. Director, CSO
1-20 August	Preparation of a Memorandum of Principles for the Cabinet Committee on Legislation (CCL)	Presenting: <ul style="list-style-type: none"> ❑ Background information ❑ Justification for development of NSDS ❑ Justification for revision of the Current Statistics Act ❑ Highlights of sections and articles of the Act that need to change or to be included ❑ Way forward CCL's acceptance of the memorandum to be followed by drafting of a Bill Bill goes back to CCL for scrutiny and endorsement before it goes to Cabinet Publication of the Bill by Government Printer before it goes to parliament	Transformation Team, Attorney General's Office and Ministry for Economic Development Attorney General's Office Attorney General's Office Attorney General's Office

Country examples

FROM MALAWI

Information to be collected about official statistics from Malawi Government bodies

Aim

Collection of a consistent set of information about the production and use of statistics and their enabling environments which can then be collated with information about the National Statistical Office (NSO) to produce a summary NSS status report

Timing

During October NSO will engage a local consultant to visit who will spend up to half a day with each of 17 sectoral ministries, government departments and agencies. One day will be allowed for preparation and background reading (to be advised by NSO) and two days for report writing (10 working days in total).

Method

Visits will be made to the sectoral ministries and government departments and agencies listed below:

- Sectoral ministries: Education; Health; Agriculture; Labour; Transport and Public Works; Commerce and Industry; Local Government; Water Development; Housing and Physical Planning; Environmental Affairs
- Other Agencies of Government and Government Departments: Immigration; Judiciary; Police; Prisons; Registrar General; Revenue Authority; and Reserve Bank

The consultant(s) must ensure that a suitably senior person is consulted in each organisation visited to collect the information listed below - and that the information collected is verified by that person before it is provided to NSO.

In parallel, NSO staff will compile complementary information about the NSO. A summary report for the NSS as a whole will then be prepared by the NSO and the DFID short-term consultant, with further reference to the local consultant(s) as necessary.

The contact person in NSO for this work is Mr Vupe Kunkwezu, Principal Administration Officer.

Information to be collected

1. Compile an **outline of the work programme of the department being interviewed**, including list of statistics collected, analysis undertaken, outputs produced (ask for a copy of publications).
2. **How up-to-date is their information?**
3. **What has been achieved (how have these activities changed)** in the last 3-5 years
4. **What is planned over the next 3-5 years** (major activities and new activities)

5. **Who are the main users** of these outputs (data, analysis and publications) both inside and outside their ministries/ organisations? Also ask about use by the private sector and NGOs, university, etc
6. **Who or what drives the work programme?** Are they operating under an information strategy or under a sectoral strategy (e.g. for health, education, etc). (Ask for a copy of any information or sectoral strategies).
7. How will the **Malawi Growth and Development Strategy** affect their work?
8. Is there **any legislation related to their work**, like the Statistics Act, 1967 that guides NSO?
9. **When did they last review user needs** (formal or informal consultations - ask for report, if any).
10. **Are users satisfied?** Have they identified any gaps or weaknesses, or overlaps with statistics from other bodies? Has this been documented?
11. **What links do they have to other data producers**, e.g. NSO, other ministries, Reserve Bank, etc?
12. **What constraints, obstacles and challenges do they face?** - e.g. response rates, funding, staffing, training, ICT, stationery, etc
13. **How much is their budget and how many staff do they have at different levels?** Distinguish between grades and professions.
14. **How well resourced are they in terms of infrastructure (offices, equipment, etc).** Do a comparison between the organisations visited, based on the consultant's observation during the visits, (e.g. Reserve Bank well equipped, others not so well off, etc)
15. Are their data collections or analysis activities being **supported by donors?**
16. **How do they think having a more joined-up NSS would help them? What can NSO do to help them? What can they do to contribute to a coherent NSS?**

National Statistical Service
21 September 2006

FROM SENEGAL

ToRs for Senegal Statistical Master Plan (SSMP) preparation launching workshop

1. Context and justification

The Government of Senegal has decided, with the support of its development partners, to deeply reform its National Statistical System (SSN) in order to make it more efficient and to adapt it to ongoing economic, political and social changes. A new law on statistics was therefore approved and published in 2004. The Law no. 2004-21 of July 21, 2004 concerning the organisation of statistical activities defines the essential principles and rules for the performance of statistical activities as well as the missions of the national statistical system.

The Decree no. 2005-435 of May 23, 2005, which was passed in application of the law on statistics, created in its first article a National Council of Statistics (CNS) and a Technical Committee for Statistical Programmes (CTPS) *“entrusted with coordinating the activities of production and dissemination of the statistical data of the departments and bodies of the national statistical system placed under the authority of the Prime Minister.”* Among the members of the CNS are, in particular, *“the ministers or representatives of the ministries to which the departments and bodies entrusted with producing statistical data have been assigned, the list of which shall be fixed by order of the Minister with responsibility for Statistics.”*

A workshop on the national statistical system was organised in October 2006 and the decree fixing the list of related departments and producing bodies has been submitted for signature to the Minister in charge of Statistics. The signature of this decree is a precondition for the effective implementation of the National Council of Statistics and the Technical Committee for Statistical Programmes.

Nevertheless, the process of reforming the national statistical system starts with the preparation of the Senegal Statistical Master Plan (SSMP).

The preparation of the SSMP will take place according to a participatory process involving the following phases: (i) Launching the process and drafting a roadmap; (ii) Evaluating the National Statistical System; (iii) Defining a vision and identifying strategic options; (iv) Preparing the programme for the strategy implementation; (v) Defining the monitoring and evaluation system for strategy implementation.

2. Objectives of the workshop

The main objective of the workshop is to determine the current progress of the national statistical system reform and to officially launch the SSMP preparation process which will constitute the strategic framework for the development of statistics in our country.

3. Expected results of the workshop

The workshop is expected to produce the following results:

- Overview of the current state of progress regarding the reform of the national statistical system;
- An exhaustive list of the members of the different subcommittees;

- Nomination of the chairmen, vice-chairmen and rapporteurs of the subcommittees and approval of these nominations by the workshop;
- Presentation of the roadmap for the SSMP preparation.

4. Workshop organisational matters

The workshop will last one day. The date has been fixed as January 17, 2007. All activities shall be undertaken in plenary sessions at the Hotel Téranga. The participants will include heads of departments and bodies which produce and use statistics within ministries and public or para-public organisations who attended the October 10, 2006 workshop, supplemented by persons from other bodies.

5. Workshop organisers

The workshop shall be run by the National Agency for Statistics and Demography (ANSD) through the Permanent Technical Secretariat (STP) set up by the ANSD Director General.

Launching workshop agenda

Time	Topic	Duration
0900 h	Presentation by the workshop chairman	10 min
0910 h	Welcoming address by the DG of ANSD	5 min
0915 h	Opening address by the Minister for Economics and Finance (MEF)	10 min
0925 h	End of opening ceremony: departure of the MEF	5 min
0930 h	Break	15 min
0945 h	State of progress of NSS reform	15 min
1000 h	Presentation of SSMP preparation roadmap	30 min
1030 h	Presentation of subcommittees	30 min
1100 h	Discussions and approvals	2 hrs
1300 h	Closing address	10 min
1330 h	Lunch	1 hr

FROM SENEGAL

General Organisation of the Senegal Statistical Master Plan Preparation (Extract from the roadmap)

1. Statistical Master Plan and the agenda for development

The Poverty Reduction Strategy Paper (PRSP, 2002-2005) preparation revealed some weaknesses in the National Statistical System that can be summarized as follows: inadequate institutional framework; lack of coordination and statistical activities programming; statistical production poorly adapted to demand and relatively under-used; lack of sufficient human, material and financial resources.

The overall Senegal Statistical Master Plan (SSMP) objective is to take up the challenges involved in making available to decision-makers and users high quality, relevant and complete statistical information that has been produced in conformity with international standards and is distributed in a timely manner, allowing it to be effectively used for decision-making.

Thus, the SSMP should contribute to the preparation, implementation, monitoring and impact evaluation of economic and social development strategies and policies, especially PRS and MDG achievement. In this regard, the time schedule for SSMP preparation and updating has to be coordinated with that of the PRSP review.

The second Poverty Reduction Strategy Paper (PRSP2) covers a period of six years from 2006 to 2010 inclusive. The first country Statistical Master Plan (SSMP1) could cover the six years from 2008 to 2013. Thus, the end of PRSP2 would coincide with the middle of the period covered by the SSMP1. An arrangement of this kind would make it possible to take into account, when preparing the SSMP1 in 2006, of the statistical information needs of the PRSP2 and, when updating the SSMP1 at mid-term in 2010, to integrate the statistical needs of the PRSP3, which will be in the process of preparation at that date.

2. Overview of the process and expected results

The SSMP preparation process is based on the principles recommended by the PARIS21 consortium. These principles can be summarised as follows:

- coverage of the entire NSS;
- participatory and transparent process;
- integration in national decision-making processes;
- involvement of development partners from the beginning of the process;
- process conducted in phases, with provision being made for approval of each phase by the competent authority (see item 3 below and especially the prerogatives of the Contracting authority).

The different phases envisaged are the following:

- Phase 1 : Preliminary activities
- Phase 2 : NSS assessment
- Phase 3 : Vision and strategies
- Phase 4 : Action plans preparation.
- Phase 5 : SSMP implementation.

At the end of the roadmap implementation phase, the expected result is an SSMP adopted by the Council of Ministers. The SSMP will include a financing strategy, which should facilitate its implementation. The products obtained at the end of the various phases in the process will be studies and reports, duly approved by the competent authorities, such as NSS assessment reports, strategies and action plans.

3. General Organisation Approach

Institutional framework

The institutional framework proposed for supervision of the preparation of the Senegal Statistical Master Plan (SSMP) is based on the distinction between three entities: the Contracting Authority, the Assigned Contracting Authority, and the Project Manager.

As the body which decides in the final instance, the Contracting Authority is the Government of Senegal, working through the National Council of Statistics. The Assigned Contracting Authority is the Technical Committee for Statistical Programmes (CTPS), which will be transformed into a Steering Committee including the representatives of other NSS stakeholders, in particular the users of official statistics. The Project Manager is the National Agency for Statistics and Demography (ANSD), supported by a Permanent Technical Secretariat (STP).

The CTPS approves and submits to the Assigned Contracting Authority the reports of the different phases of the SSMP preparation.

The STP is led by a Coordinator designated by the ANSD Director General and comprises rapporteurs of different CTPS sectoral/thematic subcommittees. These rapporteurs are chosen among ANSD senior executives, as well as a representative from the PRS Coordination office.

The STP is responsible for organising the studies and technical work necessary for preparing the SSMP. It coordinates the activities of the sector/thematic subcommittees of the CTPS. It is set up within the ANSD. The Coordinator will work full-time on these activities for the entire duration of the SSMP preparation process, while the other members are part-time staff.

The STP will be assisted by an international consultant recruited for this purpose.

Organisational structure

The organisational structure could be set up around the following six sectoral/thematic subcommittees.

Subcommittee 1: Demographic and social statistics.

Subcommittee 2: Economic and financial statistics.

Subcommittee 3: Rural development, energy, water resources and environmental.

Subcommittee 4: Data processing, archiving, dissemination, new information and communication technologies (ICT)

Subcommittee 5: Organisation of the NSS, legislation, human resources and financing strategies.

Subcommittee 6: Regional statistics, gender and decentralisation.

The subcommittees should be composed of a maximum of fifteen (15) members. The subcommittees 1 to 3 are predominantly sectoral whereas the subcommittees 4 to 6 are predominantly thematic. The subcommittees will be chaired by an officer from a body that uses official statistics or by a user representative. Each subcommittee will have as its secretary an executive from the ANSD.

Country examples

During the preparation process for the SSMP, each subcommittee will produce a report at the end of each of the following phases: Assessment of the national Statistical System; Vision and strategies; Preparation of action plans. The terms of reference for each sectoral/thematic subcommittee will be prepared by the STP and validated by the CTPS. A national consultant will be provided for each sectoral/thematic subcommittee. This consultant will be in charge of conducting sector assessment and preparing the sector strategies and sector action plans. The national consultants will work under the supervision of ANSD executive staff, who serve as the secretariat for the various subcommittees.

Provision has been made for organising thematic/sectoral workshops at national level. These workshops will allow the subcommittees to prepare their phase reports. National restitution workshops will be organised at the end of the different SSMP preparation phases.

Two national consultants will be appointed to support the subcommittee on "Regional statistics, gender and decentralisation". They will visit the eleven administrative regions in the country to meet with the main NSS stakeholders at the regional level, in particular official statistics producers and users.

At the end of each SSMP preparation process phase, the Project Manager will submit to the Contracting Authority, via the Assigned Contracting Authority, various reviewed reports containing recommendations and proposals for decision.

Areas covered by the thematic/sectoral groups

The "*Demographic and social statistics*" subcommittee will deal with issues relating to demography, health, education, justice, employment, and household living conditions.

The "*Economic and financial statistics*" subcommittee will be in charge of statistics in the following areas: national accounts, prices, trade, industry, other sectoral economic statistics, and other statistics on macroeconomic and economic trends. The "*Rural development, energy, water resources and environment*" subcommittee will cover agriculture, livestock, forests, fishing, energy, water resources and environment.

The "*Data processing, archiving, dissemination and ICT*" subcommittee will propose strategies and plans of action in these three areas based on using new ICT.

The "*Organisation of the National Statistical System, legislation, human resources and financing strategies*" subcommittee will focus on institutional framework of statistics, NSS organisation and human resources and strategies for financing the statistical activities.

The "*Regional statistics, gender and decentralisation*" subcommittee will analyse the statistical needs at local level and according to gender and will propose a strategy to better match supply and demand of statistical information at regional level and according to gender.

Finally, at the time of finalising the action plans, the STP will propose mechanisms to assure the monitoring and evaluation of SSMP implementation.

FROM SENEGAL

Draft Terms of reference for national consultants to assist sub-sector committees (Extract)

1. Consultants Mission

Under the Permanent Technical Secretariat coordination and the supervision of respective subcommittees rapporteurs, each one in his sector, the national consultants have the general mission to assisting the subcommittees in carrying out their deliberations and in carrying out the work that will lead to preparation of the Senegal Statistical Master Plan (SSMP) during the three phases given below:

- National Statistical System assessment
- Definition of a vision and preparing strategies
- Preparation of action plans.

2. Consultants Duties

- a) During the phase “National Statistical System assessment”
 - *Participation in the methodology training workshop organised and chaired by the international consultant to prepare for the “Assessment” phase.*
 - *Preparation of a draft report on the statistical information system of the sector concerned.*

Each consultant will undertake an exhaustive assessment of his assigned sector statistics production and dissemination system. The assessment will focus especially on the following points: the institutional and organisational framework; the human, material and financial resources; the products (quantity, quality, relevance); the statistical methods and terms of reference used; the demand on the part of the users and the degree of satisfaction of the latter, the use made of the products; the appropriateness of the products to meet the statistical information needs of the development strategies and policies (PRS, MDGs, Accelerated Growth Strategy, sectoral development strategies and programmes, decentralisation policy, initiatives aimed at improving conditions for women and children, etc.). Special attention shall be paid to the current and foreseeable medium-term demand, to the use of the data, and to the appropriateness of the supply to meet the demand. The consultant shall make use of all relevant documentation: audit or evaluation reports, activity reports, project documentation, mission reports, legal or regulatory texts, methodology studies, various publications, etc. He shall meet with the producers of official statistics, the representatives of the main participating parties (political or economic decision-makers, users, civil society, etc.) to gather all information that may be useful in preparing the assessment.

- *Presenting the draft report at the subcommittee’s workshop and revising it in light of the discussions held.*

Country examples

b) During the phase "Vision and strategies"

- *Participation in the methodology training workshop organised and chaired by the international consultant to prepare for the "Vision and strategies" phase.*
- *Preparing a report on the vision for the sector information system and the sector strategies.*

The report will define a vision for the system for producing and disseminating statistics, establish priorities, identify the results expected in the medium term and propose strategies that will allow them to be obtained.

- *Present the draft report at a subcommittee workshop and revise it in light of the discussions held.*

c) During the phase "Preparation of action plans"

- *Participation in the methodology training workshop organised and chaired by the international consultant to prepare the "Preparation of action plans" phase.*
- *Prepare a draft report on the sector action plan.*

This action plan will cover any institutional reforms that may have to be undertaken, the human resources requiring training or skills enhancement, the statistical operations to be conducted. The costs for the actions listed must be indicated and a timetable proposed for actions implementation.

- *Present the draft report at a subcommittee workshop and revise it in light of the discussions held.*

3. Results and products expected

Each consultant is expected to deliver the following results and products:

- a report on the information system assessment;
- a report on the strategies to be put in place to reinforce the capacities to achieve the expected results in the medium term;
- a report on the action plan including a budget and a timetable for implementation.

4. Consultants profile

The consultants are expected to have a good knowledge of the national statistical system organisation and function in general and the sector considered in particular. They also should be familiar with the development strategies and policies implemented in Senegal. They must have good organisational and analytical skills and be methodical. In addition, they are requested to be able to work in a team and under pressure.

5. Timetable

The proposed timetable is as follows:

- Signature of the consultants' contracts: September 29, 2006
- Methodology training workshop to prepare the phase "Assessment of the national statistical system": From October 2-4, 2006
- "Assessment" reports draft Preparation: From October 5 to November 15, 2006
- Subcommittee workshops: From November 2-29, 2006
- Methodology training workshop to prepare the phase "Vision and strategies": From December 12-3, 2006
- Preparation of the draft "Vision and strategies" report: From December 13, 2006 to January 12, 2007
- Subcommittee workshops: From January 22-23, 2007
- Methodology training workshop to prepare the phase "Action plans Preparation": From February 1-2, 2007
- Preparation of the draft "Action plans" reports: From February 5 to March 23, 2007
- Subcommittee workshops: From April 9 to 11, 2007.

Arrangements will be made by the Permanent Technical Secretariat to ensure that the workshops will take place at the same place on the same date, which will make it possible to bring together all the subcommittees in a plenary session at the beginning and the end of the workshops.



The African Development Bank Group is a regional multilateral development finance institution comprising all the 53 countries in Africa and 25 countries from Asia, Europe, North and South America. The purpose of the Bank is to further the economic development and social progress of African countries, individually and collectively. To this end, the Bank promotes the investment of public and private capital for development, primarily by providing loans and grants for projects and programs that contribute to poverty reduction and broad-based sustainable development in Africa. The Bank also provides policy advice and technical assistance to support development efforts in African countries.

<http://www.afdb.org>

Intersect

Sharing data across sectors

Intersect is an informal collaboration of individuals and institutions willing to commit time and/or financial resources to explore, document and disseminate ways of increasing the use of data across sectors to inform poverty reduction and other development strategies
<http://www.intersectweb.org>



PARIS21 is a unique global partnership of national and international statisticians, development professionals, policy makers, analysts and other users of statistics who are committed to making a real difference to the contribution of statistics to development progress. PARIS21's goal is to develop a culture of evidence-based policy making and implementation which serves to improve governance and government effectiveness in reducing poverty and achieving the Millennium Development Goals.

<http://www.paris21.org/>