



Mission Report

**The provision of technical assistance to The
Nigeria National Bureau of Statistics with
regard to GIS strategy and implementation**

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Prepared for:

**The Nigeria Bureau of Statistics and the World Bank,
General Data Dissemination System, Socio-Demographic
Statistics Project for Anglophone Africa**

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List of abbreviations and acronyms

ADMIN	Administration
CPTC	Corporate Planning and Technical Coordination Department
CSD	Census and Survey Department
DFID	Department for International Development
EA	Enumeration Area
ECA	Economic Community of Africa
FCT	Federal Capital Territory
FOS	Federal Office of Statistics
GIS	Geographic Information System
GDDS	General Data Dissemination System
GPS	Global Positioning System
ICT	Information and Communication Technology
IMF	International Monetary Fund
IT	Information Technology
NBS	National Bureau of Statistics
NGSA	National Geological Survey Agency
NPC	National Population Commission
OSGOF	Office of the Surveyor General of the Federation
SEAD	Social and Economic Analysis Department

1. Introduction

Nigeria attended the GDDS 2 GIS Module launch workshop in Accra, Ghana during the end of May, 2007 where they, in conjunction with the lead consultant, drew up their Country Work Plan regarding the deliverance of three technical assistance missions covering three country identified priorities. The purpose of the work plan is to act as a living document for the duration of the technical assistance and to serve as an information base from which the ToR for every mission can be drawn up.

The original work plan for the technical assistance was divided into three missions. The first mission took place in January/February 2008. After the first mission (as a result of reasons discussed in this report) the NBS was unable to implement the recommendations in the report and GIS Strategy and Technical Specification document. This was mainly as a result of budgetary constraints. It was subsequently decided only to have one further mission instead of two. This decision was taken because missions two and three, as per original work plan, assumed the implementation of the recommendations of mission 1. The objectives of the second mission are basically same as the first one but with a strong focus on identifying and addressing the problems prohibiting implementation of the recommendations made during the first mission.

The specific objectives, activities and deliverables for this mission was detailed in the Terms of Reference which is included in Annexure A. NBS' general objective regarding GIS is to develop and implement a sustainable GIS which can act as a corporate service provider to the statistical agency in the long term.

The mission covered two pre-set priorities. These are:

Priority 1: Institutional Arrangement and Coordination

- Objectives
 - To assess the GIS needs of the Bureau and progress made since the 2008 mission
 - To revise GIS strategy document prepared during first mission
 - To identify the main issues requiring attention with regards to GIS implementation
- Activities
 - Meetings with management and counterpart of the Bureau
 - Studying documentation on current organizational structure of Bureau
 - Revision of GIS strategy prepared during the first mission
 - Identifying and documenting main issues prohibiting GIS implementation and identifying and initiating possible solutions
- Deliverables
 - Revised GIS Strategy

Priority 2: GIS Infrastructure

- Objectives
 - To revise GIS technical specification prepared during first mission
- Activities
 - Assess status quo
 - Identify achievements since previous mission
 - Review of needs assessment
 - Revision of technical specifications prepared during first mission
 - Identify and approach potential donors

- Deliverables
 - Revised Technical specification
 - Revised GIS Infrastructure assessment, budget and implementation plan

2. Implementation of the consultancy

The mission was implemented by Mr. Hennie Loots from **GeoSpace International**. As specified in the ToR, the total mission time was 10 days on site at the NBS with two additional days for preparation and report writing. The mission ran from the 24 February 2009 until 6 March 2009.

3. Acknowledgements

The consultant would like to thank the Director General, Dr Vincent O. Akinyosoye, Mr SJ Mayaki, Director Corporate Planning and Technical Coordination and the GIS Module Coordinator, Mr. Biyi Fafunmi, for their support and cooperation during the consultancy. The consultant would also like to thank the General Data Dissemination Project of the World Bank for sponsoring the consultancy.

4. Program context

With financial support from the Department for International Development (DFID) of the United Kingdom, the World Bank is implementing a project to assist 21 Anglophone Africa countries to participate in the General Data Dissemination System (GDDS). Participating countries are being assisted to participate in the GDDS through two separate, but linked projects both financed by DFID. The IMF is providing project management and technical support in the area of economic and financial statistics. The World Bank is providing technical support in the area of socio-demographic statistics. Both projects run concurrently until February 2010.

Technical assistance is being provided through the World Bank to help countries implement plans for improvement in population, health, agriculture, labor market, justice and security, management of statistical systems, GIS and small area statistics. The GDDS framework developed by the IMF provides the framework for the detailed elaboration of long-term statistical development strategies. Participating countries have already expressed their requests for technical assistance and both the IMF and the World Bank have developed their assistance strategies. Nigeria was one of the countries which asked for technical assistance in the field of GIS and small area statistics.

5. Challenges facing the NBS

The Director General is committed to modern methods for statistical data collection, analysis and dissemination. Since GIS is a modern ICT tool the implementation thereof enjoys full support from the Director General. GIS implementation in other African countries has shown that top-level support is critical. In this regard Nigeria is therefore in a favourable position. There are however a number of challenges facing GIS implementation in Nigeria:

NBS organisational priorities: As is the case with most statistical agencies in Africa the NBS has severe budgetary constraints. It is unlikely that NBS will be able to secure additional government funding to implement GIS. The implication is that new initiatives, such as GIS, can only be accommodated if external project funding can be secured. The NBS operates in an environment where decision making is strongly influenced by immediate needs / deliverables rather than long term goals and objectives. This is a direct consequence of the budgetary constraints the organization is facing.

Funding: Lack of funding is the main reason why GIS implementation did not start after the previous mission in February 2008. The NBS cannot fund GIS implementation within the

organisation's current budget allocation. It seems as if this situation is not likely to change in the foreseeable future. External funding options must therefore be explored. External funding for GIS implementation is therefore regarded as the ONLY option to kick-start GIS at the NBS. Development partners such as the World Bank is however likely to consider financial support for GIS positively providing that is, like any other project, properly motivated.

Sustainability: if external funding can be secured for GIS implementation it will enable the NBS to move swiftly from zero to a fully operation GIS setup. This is realistically achievable. The next big challenge will however be to secure the required annual funding required to keep the GIS activities operational in years to come. If this (operational budget) cannot be secured the future of GIS will be threatened. It is therefore important the NBS commits itself to this prior to a development partner(s) providing financial support required for the initial GIS implementation.

GIS awareness: GIS in Nigeria is in its infancy. It is new technology and is hence not widely used. It will take time for this to change. As a result of this the management and staff of NBS has limited knowledge of the important role GIS can and should play in modern statistical agencies. It will take time for this transition to take place. It is important to make provision for a strong awareness program as part of GIS implementation

Implementation scale: Establishing a GIS at the NBS will not be an easy operation. Due to the size of the country a centralized GIS based only in Abuja will not work - at least not when GIS is to be used for the creation and printing of fieldwork maps to be used for censuses and surveys. This implies that a significant number of staff trained in GIS will have to be employed over a relatively short period of time. This could be a major challenge given the relatively low level of GIS activity currently in Nigeria. It might turn out to be difficult to recruit qualified staff. It was however mentioned that GIS as a study area picked up significantly over the last few years with significant numbers of newly qualified persons entering the workforce every year.

Due to the significant GIS setup required at the NBS it is proposed that GIS be implemented in two phases. Phase 1 being the implementation at Head Office and Phase 2 the zonal offices. The details are described in the GIS Strategy and Technical Specification document.

The details of the implementation of GIS are discussed in the GIS Strategy and Technical Specification document. Some of the key challenges that have to be addressed are:

- Adopting of the Draft GIS Strategy and Technical Specification document
- Securing of funding through a donor workshop on GIS where the project document is presented and discussed
- Approval of organizational structure of GIS within the organizational structure of the NBS
- Project implementation:
 - Recruitment of qualified staff
 - Acquisition of hardware and software
 - Acquisition of data (existing as well as current satellite imagery base maps)
 - Implementation of a comprehensive capacity building program
 - Educating of senior management and middle management as well as external users on the benefits and applications of GIS
- Sustained funding for the GIS unit and its activities Inadequate staff requirements to operate the GIS/Cartography unit

Cooperation with NPC: The NPC has some GIS capacity and valuable spatial data. Both organizations are active in the field of statistical data collection. Hence there is a significant overlap in the spatial data requirements and needs of the two organizations. It therefore makes sense for the two organizations to cooperate. It is furthermore likely to be easier to mobilize funding for GIS implementation from the international community if the base map data, which is the largest single item in the budget, is used by both institutions. A good

working relationship with the NPC is regarded as critical. An MOU between the NBS and the NPC should inter alia include data sharing and sharing of training and other capacity building opportunities.

Educating the user community: due to the fact that GIS awareness in Nigeria is relatively low it will be necessary for the NBS to embark on a awareness campaign to educate the broader user community on the use and benefits of GIS. NBS will have to take a leading role in GIS in Nigeria to ensure the successful uptake and sustainability of the technology in years to come.

5.1 Benefits of GIS

The benefits of GIS at the NBS are as follows:

- Powerful tool for expansion of ICT at the NBS – all statistics that are geographically referenced will over time be incorporated
- The creation of an accurate administrative and statistical boundary spatial database
- Increasing the accuracy and effectiveness of survey and census data collection
- Saving cost and time due to decreased fieldwork activities because of better survey and census implementation methods.
- Greater data analysis and dissemination possibilities, in turn advocating statistics and raising the profile of NBS
- Accurate, cost effective mapping of master sample frame with the end result being accurate EA delineation, map creation and household listing.
- Dynamic updating of master sample frame through normal social demographic surveys
- Increasing the scope of statistics products through the introduction of spatial data products such as thematic mapping
- Further developing IT capacity within NBS
- Fast-tracking relevant staff skills development

5.2 Responsibilities of GIS Unit

The NBS is committed to implement GIS as a corporate service provider. Hence GIS should have an impact on all the main activities of the NBS. The key responsibilities of the GIS Unit can be summarized as follows:

- Spatial data and digital map provider to all departments and external users
- Spatial database custodian responsible for new data creation and maintenance
- Custodian of the Master Sample frame responsible for its maintenance, Secondary Sampling Unit creation according to relevant survey needs and updating
- Responsible for all spatial analysis according to the NBS departmental and external user needs (for economic and socio-demographic data). Analysis to be done in conjunction with relevant unit expertise.
- Responsible for Census/Survey Mapping revision and maintenance
- Responsible for GIS attribute data integration, updating and maintenance
- Responsible for spatial analysis and graphic dissemination of the Census Atlas
- Responsible to host the spatially enabled web application spatial database.

6. Overview of meetings and discussions

The consultant shared an office with the direct NBS counterpart, Mr Biyi Fafunmi, for the duration of the mission. This enabled discussions on strategic and technical issues throughout every working day. The counterpart was therefore easily accessible and hence there were no difficulties in obtaining the information required to revise the NBS' GIS strategy and technical implementation. Due to the absence of the Director General, who was attending a UN Statistical meeting in New York, during week 1 and the first 2 days of week 2 it was not possible to have any meetings with external stakeholders or development partners before the last few days of the mission. The following meetings and discussions took place:

Day 1: Tuesday, 24 February

- Inception meeting with Mr SJ Mayaki who was standing in for the Director General.
- Meeting with counterpart on the program for the mission.

Day 2: Wednesday 25 February

- Follow-up meeting with Mr SJ Mayaki on the objectives and focus of the mission.
- The consultant had discussions with Mr Biyi Fafunmi. The status quo of GIS at the NBS was discussed as well as progress made since the first mission.
- Start with the revision of GIS Strategy and Technical Specification Document.

Day 3: Thursday 26 February

- Revision of GIS Strategy and Technical Specification document in consultation with Mr Fafunmi.
- Discussion on the key obstacles facing GIS implementation at the NBS.

Day 4: Friday 27 February

- Revision of technical specifications of GIS.

Day 5: Saturday 28 February

- Meeting with Dr W. Wokoma, Director General of the National Population Commission. Cooperation in the field of GIS between the NBS and the NPC was discussed.
- Recording of discussions for the week and identifying critical focus areas for GIS implementation

Sunday 1 March

- No work was done on this day

Day 6: Monday 2 March

- Discussion with counterpart on addressing key issues prohibiting GIS implementation.
- The rest of the day was spent revising the strategy and implementation. Draft printed and given to NBS counterpart for comments.

Day 7: Tuesday 3 March

- Incorporation of detailed comments of counterpart on draft GIS strategy and Technical specification document.

Day 8: Wednesday 4 March

- First meeting with Director General. The DG agreed with the assessment of the situation in terms of the key issues that need to be addressed to unblock the implementation of GIS at the NBS.

Day 9: Thursday 5 March

- Meeting with the World Bank office in Abuja
- Brief discussion with NBS DG on meeting with World Bank
- Further refinement of GIS Strategy and Technical Implementation document

Day 10: Friday 6 March

- Last day of mission
- Debriefing meeting with NBS
- Departure

7. Overview of technical assistance provided

7.1 Revision of GIS Strategy and Technical Specification

The consultant spent most of his time revising the draft GIS Strategy and Technical Specification document for the NBS and identifying and addressing the pertinent issues hampering the implementation thereof. This was done in close collaboration with the counterpart from Nigeria.

7.2 Revision of GIS Situational analysis, infrastructure assessment and Specifications

This was done and is recorded in the GIS Strategy and Technical Specification document – see Annexure B.

7.3 Identification of critical implementation issues

Very little progress was made since the first mission on GIS implementation at the NBS. It was therefore important to identify and address the main factors contributing to this. This was done in a number of discussions with the counterpart as well as in meetings with the Director General and Mr Mayaki. Identifying and initiating action to address the critical implementation issues were a major component of the mission. Unplugging issues that prohibits project implementation is a major constraint. Hence the consultant used every opportunity to initiate actions to resolve critical implementation issues.

The critical implementation issues that were identified and addressed are as follows:

- Funding
- Exposure of NBS staff to GIS in statistical agencies elsewhere in Africa
- Inter governmental coordination

Once identified the consultant took the following action in an effort to (start to) address it

7.3.1 Funding

As is clear from this report the main reason for non implementation since the previous mission in 2008 is funding. The consultant, together with the counterpart from NBS, met the local World Bank office to inform the office of the consultancy and to discuss possible funding options. The World Bank is already supporting the NBS. Further support to the NBS could include GIS. The NBS needs to approach the World Bank with a proposal for assistance.

It was suggested that the NBS arrange a donor workshop where the issue of GIS should be tabled. Key development partners should be invited and the NBS should give a detailed presentation of the GIS Strategy and Implementation plan. This can be followed by a discussion where the merits, feasibility and ultimately the funding model can be discussed. It is strongly recommended that the NBS adopts this advice.

It was also suggested that a staff member from NPC accompanies the 2-person NBS delegation on the study tour to South Africa and Lesotho (as discussed in the next paragraph). This was suggested because NPC will also benefit from such a study tour and it will be contributing to the furthering of relations between the two organizations. If this person's costs cannot be covered by the GDDS2 project the local World Bank office should consider covering the cost.

There was unfortunately no time to visit other development partners during the mission. The meeting with the World Bank was however encouraging because development partners will consider GIS positively provided that the NBS makes a strong case.

7.3.2 Exposure of NBS staff to GIS in statistical agencies elsewhere in Africa

Due to the low level of awareness of GIS in Nigeria and the NBS in particular the consultant recommended that two senior staff members undertake a study tour to South Africa and Lesotho. The main aim of the study tour is to expose them to the role of GIS in a statistical

agency and also to observe can successful implementation of GIS in a relatively short period of time. Statistics South Africa is proposed as the agency to visit to observe a fully operational GIS whilst Lesotho is an example of a country where GIS was implemented successfully in short period of time. Lesotho only recently (2005) implemented a GIS but they managed to create and print all the maps for their 2006 census using GIS. Since then they have done thematic mapping and GIS will play an important role in the dissemination of the 2006 census results. The GDDS2 project of the World Bank agreed to sponsor the study tour.

7.3.3 Inter governmental coordination

Inter-governmental cooperation is important to ensure successful GIS implementation at the NBS. Data sharing and sharing of training and other resources between government agencies is important. Initial GIS implementation costs are high hence the "silo effect" should be avoided. The consultant identified the NPC as a logical partner for the NBS in the field of GIS. NPC is in a related field to NBS. As such both organisations have similar spatial data needs. Over the years the relationship between the two organizations has not be very healthy. This is a risk but both parties are encouraged to work together in the field of GIS.

After consultation with the NBS the consultant arranged a meeting with the Director General of the NPC. The implementation of the NBS GIS was discussed and how the two organization can benefit from a properly defined cooperation agreement. The DG of NPC showed keen interest to explore this further with the DG of the NBS. This feedback was given to the DG of the NBS who in return indicated that he would write a formal letter to the Chairman of the NPC with a request for a meeting to discuss cooperation in the field of GIS between the two organizations.

8. Overview and assessment of problems and shortcomings encountered

8.1 Mission administration and schedule

The mission went smoothly. The counterpart was well prepared and gave excellent cooperation throughout the mission. The administrative support from the Protocol Division of the NBS was excellent. An NBS driver provided transport between the hotel and the office.

The fact that external meetings could only be held towards the end of the mission was a bit disruptive but not overly so.

8.2 Scheduling of meetings

The local World Bank representative indicated that a meeting with the World Bank early in mission would have been welcomed. This would have enabled additional support and inputs from the Bank during the mission. This is regarded as a shortcoming of the mission.

9. Assessment of the way forward

The implementation of GIS at the NBS is not unrealistic but it is also not trivial. The current level of GIS awareness in Nigeria in general is low. This fact contributes to the complexity of the matter. It is however realistic and necessary to implement GIS. It will play an important role in the improvement of the methods products and services of the NBS. This is the last agreed mission on the GIS and small area statistics module of GDDS2. It implies that the points below regarding the way forward will have to be taken forward by the NBS without direct assistance from the GDDS2 project. The key points requiring attention are as follows:

The draft GIS Strategy and Technical implementation document prepared during this mission needs to be adopted (with or without amendments) by the NBS.

The strategy and implementation must then be presented to and discussed with development partners with the aim to mobilize support and funding. The GIS must also be included in discussions and documentation on future World Bank support to the NBS. Once funding is secured the implementation of the GIS should commence as spelled out in the GIS Technical specification.

It is recommended that the NBS proceeds with the discussions with the NPC to coordinate GIS implementation at the NBS with NPC activities in this regard.

It is recommended that, once the NBS has adopted the proposed GIS Strategy and Technical Specification” the study tour, as described in this report, be undertaken.

10. National Bureau of Statistics Counterpart actions

The consultant’s counterpart at the NBS is Mr. Biyi Fafunmi – the GIS desk officer at the NBS. The actions listed below are required from the NBS.

The following actions can be specified for the mission counterpart at the NBS:

- o Complete Country report on consultant
- o Adopt GIS Strategy and Technical Specification document
- o Conduct a workshop with development partners to table the GIS Strategy and Technical Specification document in an effort to mobilize funding
- o Submit proposal to local World Bank as part of NSDS to be considered for funding
- o Nominate two staff members to go on study tour to South Africa and Lesotho
- o Implement the following key actions on Phase1 of GIS implementation (as documented in the GIS Strategy and Technical Specification document):
 - o Identify office space
 - o Procure furniture
 - o Procure Hardware
 - o Procure Software
 - o Recruit and appoint staff

11. Deliverables

The following table depicts the expected deliverables, if they were achieved or not and accompanying reasons.

DELIVERABLE	COMPLETED
Priority1: GIS Strategy document	Yes, the document was prepared in consultation with the counterpart from the NBS. See annexure F
Priority 2: GIS Assessment and Implementation plan	Yes. The Assessment and Implementation plan is part of the GIS Strategy and Technical Specification document – Annexure F

12. Annexes

12.1 Annexure A: Original Terms of Reference for Mission 1

General Data Dissemination System, (GDDS phase 2) Socio-Demographic Statistics Project for Anglophone Africa: Provision of technical assistance as a lead expert for the topic (module) Geographic Information Systems to the Nigerian Bureau of Statistics, Abuja.

Background

With financial support from the Department for International Development (DFID) of the United Kingdom, the World Bank is implementing a project to assist 21 Anglophone Africa countries to participate in the General Data Dissemination System (GDDS). Participating countries are being assisted to participate in the GDDS through two separate, but linked projects both financed by DFID. The IMF is providing project management and technical support in the area of economic and financial statistics. The World Bank is providing technical support in the area of socio-demographic statistics. Both projects run concurrently until March 2009.

Technical Assistance

Technical assistance is being provided through the World Bank to help countries implement plans for improvement in population, health, agriculture, labor market, justice and security, management of statistical systems, GIS and small area statistics. The GDDS framework developed by the IMF provides the framework for the detailed elaboration of long-term statistical development strategies. Participating countries have already expressed their requests for technical assistance and both the IMF and the World Bank have developed their assistance strategies. Nigeria was one of the countries which asked for technical assistance in the field of GIS and small area statistics.

Terms of Reference

Background

Nigeria attended the GDDS 2 GIS Module launch workshop in Accra, Ghana during the end of May, 2007 where they, in conjunction with the lead consultant, drew up their Country Work Plan regarding the deliverance of three technical assistance missions covering three country identified priorities. The purpose of the work plan is to act as a living document for the duration of the technical assistance and to serve as an information base from which the ToR for every mission can be drawn up. To this end, this ToR for the second mission to Nigeria has been drawn up from the work plan, based on the expressed objectives of the chosen priorities. Due to the fact that key counterpart obligations could not be met after the first mission it was agreed that there will only be two missions and not three as originally intended. It was also agreed that the priorities will be revised to take into account the circumstances at the time of the second mission. Since Priority 3 (GIS data and Human Resources) assumed that the (Priority 1) GIS Infrastructure is in place it had to be omitted from the ToR for the Mission 2. Mission 2 is therefore a follow-up on the same priorities covered during Mission 1. The aim is to increase GIS awareness within the NBS and the wider stakeholder community.

It has been agreed that there are two types of reports. First there is the report of the consultant about the mission, secondly, the report by the staff of the Nigerian

Bureau of Statistics. The consultant will assist the staff of the Bureau to draft their report as part of the living document.

Separately, the consultant has agreed to draft his own mission report. This report will use the format that will be provided in detail by the World Bank before the mission. It will comprise of: a) introduction, b) background, c) detailed agenda of all working days (in annex), d) description of the type of discussions, e) overview of all technical advises given, f) overview of problems and shortcomings encountered, g) overview of the own assessment of these issues, h) assessment of the way forward, i) list of recommendations of work to be done by the counterpart for the next period till the next visit, j) list of deliverables achieved/not achieved (and why), k) List of persons worked with for each of the days.

The reason why the Nigerian Bureau of Statistics has decided upon this module is due to the fact that there is currently no GIS unit within the Nigerian Bureau of Statistics and the Bureau is committed to the establishment of such a unit. GDDS2 can provide technical assistance in the establishment of the GIS, coordination between stakeholders and capacity building.

The objectives of the Nigerian Bureau of Statistics are as follow:

To establish a GIS base management information system that will be useful for:

- a. Capturing, storing, analyzing and disseminating censuses, surveys and any other spatially reference data at all levels of governance in Nigeria
- b. Updating the small area unit for statistical collection in the country
- c. Producing a tool for evidence based policy decision making
- d. Scientific sample selection and update of EAs

Purpose of the assignment

The purpose of the assignment would be to complete the second technical assistance mission at the Nigerian Bureau of Statistics successfully.

The mission will cover two pre-set priorities to varying degrees. These are:

- o Priority 1: Institutional Arrangement and Coordination
- o Priority 2: GIS Infrastructure

Priority 1 will comprise 20% of the mission time and priority 2 will comprise 80% of the mission time. The total consultant time for the mission is 12 days divided as follow:

- o 10 days actual mission time, can also be used in part for report writing
- o 2 days consultant preparation and additional report writing time

Following are the objectives and planned activities by priority for the mission:

Priority 1

- Objectives
 - To assess the GIS needs of the Bureau

To review GIS strategy document

- Activities
 - Meetings with management and staff of the Bureau
 - Studying documentation on current organizational structure of Bureau
 - Meetings with external stakeholders
 - Reviewing of GIS strategy

Priority 2

- Objectives
 - To review GIS technical specification
- Activities
 - Assess status quo
 - Needs assessment
 - Review technical specifications
 - Identify and approach potential donors

Skill requirements

The consultant would need relevant census mapping and GIS experience and skills within the African context and need to read and write English fluently. GIS experience needs to be hands-on and practical instead of purely theoretical.

Deliverables

The deliverables is listed by priority:

Deliverables for Priority 1:

- Revised GIS Strategy document

Deliverables for Priority 2:

- Revised Technical specification
- Revised GIS Infrastructure assessment document, budget and implementation plan

A concluding Mission Report will form part of the final deliverable as well as a report by the Bureau staff on the mission success and value.

Duration

As noted, the total consultant time for the mission is 12 days with 10 days mission time and 2 days preparation time.

Timing

To be completed by the end of March 2009.

12.2 Annexure B: List of Participants

Name	Position/organization	Contact particulars
Dr VO Akinyosoye	DG/CEO NBS	voakinyosoye@nigerianstat.gov.ng
Mr S Mayaki	D(CPTC)	simayaki@nigerianstat.gov.ng
Mr EA Fafunmi	NBS GIS Desk Officer	biyifafunmi@nigerianstat.gov.ng
Dr W Wokoma	DG NPC	wokoma_wokoma@yahoo.com
Mr JY Ngwafon	World Bank Nigeria	jngwafon@worldbank.org

12.3 Annexure C: GIS Strategy and Technical Specification

Insert GIS Strategy and Technical Specification document

12.4 Annexure D: Nigeria Country Report

Introduction

The consultant, Mr. Hennie Loots arrived in Abuja on the 24th of February 2009 and departed on the 6th of March. The main objectives for Nigeria Bureau of Statistics regarding this mission were to revise the previous assessment of the GIS Strategy and Technical specification document and to identify and (start) addressing the implementation issues.

These objectives were successfully reached during the mission.

The mission Terms of Reference detailed the specific activities and deliverables for this mission. The following tables are a breakdown of the mission activities and deliverables with an indication of successful completion or not.

Specific Activities according to the ToR

ACTIVITY	SUCCESSFULLY COMPLETED
Meetings with management and staff of the Bureau	Yes, a number of meetings were held. This time the focus was not lectures on the use and benefits of GIS but rather efforts to identify the obstacles for implementation
Studying documentation on current organizational structure of Bureau	Yes. Any changes in the status quo since the previous mission were discussed with the consultant.
Meetings with external stakeholders	Yes, a meeting with the World Bank was held
Drafting of GIS strategy	Yes, the consultant revised the GIS strategy document in collaboration with the counterpart from our office.
Assess status quo	Yes, the previous assessment was revisited. It is recorded in the GIS Strategy and Technical Specification document
Needs assessment	Yes, revised this was done and reported on in the report as well as in the GIS Strategy and Technical Specification document
Prepare technical specification	Yes, revised by consultant and also reported on in the report as well as in the GIS Strategy and Technical Specification document
Identify and approach potential donors	Yes, the World Bank as part of the current NSDS arrangement was identified as a potential funder and also DFID. We had a meeting with the World Bank together with the consultant but there was not enough time to visit DFID during the mission. NBS will conduct a workshop with development partners to explain the GIS with the aim to raise funding for it.

Specific deliverables according to the ToR

DELIVERABLE	SUCCESSFULLY COMPLETED
Revised GIS Strategy document	Yes, the document was revised and has been handed over to the DG: NBS on the last day of the mission. We are satisfied with the content
Revised Technical specification	Yes. The consultant revised the Technical specification as part of the GIS Strategy and Technical Specification document. It is

	comprehensive and clear.
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Additional Support

The main focus of the mission was to revise the GIS Strategy and Technical specification and to identify and (start) addressing the main obstacles that are prohibiting the implementation thereof. No additional areas were covered.

Timing

The time allocated to this mission was sufficient and allowed us to cover all the activities successfully.

General remarks

The mission was successful. The consulted assisted us in determining the most important obstacles facing our GIS implementation. The proposed study tour should give us an even better indication of the magnitude of the task at hand and we hope to learn from the experiences from other countries.

The mission was certainly successful in that the consultant was able to provide us with the inputs and guidance that we needed.

It is obvious that the consultant has vast experience in GIS in statistical agencies and we were able to benefit from this experience.