

GDDS MANAGEMENT MODULE

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&



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Report of the GDDS Management Module Final Workshop

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Table of contents

Acknowledgements	i
List of tables and figures	v
Abbreviations	vi
1 Day 1	1
1.1 Introduction	1
1.2 Country Presentations	1
1.3 GDDS II project implementation	2
2 Day 2	3
2.1 The first session – the three top management issues in each country	3
2.2 What was the benefit of south-south learning	5
2.3 Work Breakdown Structure Approaches	5
2.4 Expert presentations	9
2.5 Group Exercises	9
2.6 Presentation and discussion of monitoring and evaluation	12
3 DAY 3	13
3.1 Project management tools	13
3.2 The presentations on project management	14
3.3 Discussion on the presentations	14
3.4 Group exercises	14
4 Day 4	18
4.1 Expert Presentations	18
4.2 Group exercises	19
5 Day 5	22
5.1 Plans for Improvement	22
5.2 GDDS Manger's remarks	23
5.3 Concluding Remarks by WB Consultants	24
5.4 Concluding Remarks from Countries	26
Annex A Final (Actual) Agenda for the Workshop	29
Annex B Group Exercises	31
Day 1	31
Day 2:	31
Day 4:	32
Day 5	32
Annex C Participants List	34
C.1 List of participants	34
Annex D Data Quality Assessment Framework	36
D.1 Generic DQAF	36

Report of the GDDS Management Module Final Workshop

D.2	DQAF Example	39
Annex E	Participant Evaluation forms	45
E.1	Forms completed by workshop participants	45

PART 2: PowerPoint Presentations

List of tables and figures

Table 2.1	Three main management issues by country	4
Table 2.2	Matrix of DQAF by activities or building blocks	6
Table 2.3	Building blocks of work breakdown structure used in matrix	8
Table 3.1	Risk assessment by Group 2	16
Table 5.1	Countries' priorities for the future	25
Table 5.2	Participant Evaluation of the workshop	26
Table 5.3	Participant evaluation of the modules	26
Figure 2.1	The Iron Triangle	6
Figure 4.1	Results of exercise for Group 1	20
Figure 4.2	Results of exercise for Group 2	21

Abbreviations

AfDB	African Development Bank
DQAF	Data Quality Assessment Framework
GBOS	Gambia Bureau of Statistics
GDDS	General Data Dissemination System
ICT	Information and Communications Technology
IMF	International Monetary Fund
LFS	Labour Force Survey
MDG	Millennium Development Goals
MOU	Memorandum of Understanding
NSDS	National Strategy for the Development of StatisticsAfDB
NSO	National Statistical Office
NSS	National Statistical System
OPM	Oxford Policy Management
PMP	Project Management Professional
PRS	Poverty Reduction Strategy
ROSC	Report on the Observation of Standards and Codes
SL	Sierra Leone
SSL	Statistics Sierra Leone
TA	Technical Assistance
UBOS	Uganda Bureau of Statistics
UK	United Kingdom
UNDP	United Nations Development Programme
WBS	Work Breakdown Structure

1 Day 1

1.1 Introduction

The workshop was opened by a short speech from Mr Adbou Tourney, Director General of the National Planning Commission, and a major stakeholder for the Gambia Bureau of Statistics (GBOS). He praised the GDDS project for assisting in a transformation of statistics in the region to meet PRS and MDG goals.

Mr Alieu Ndow, Statistician General, welcomed everyone to Gambia on behalf of the GBOS, who were hosting the event and providing the secretariat and transport facilities.

1.2 Country Presentations

The two GDDS Consultants also gave presentations about their respective countries. The key points made have been incorporated into the country text below. Six countries participated in the GDDS Management module (Gambia, Nigeria, Liberia, Sierra Leone, Botswana and Namibia). However a seventh country (Ghana) also participated in the workshop as an observer.

1.2.1 Gambia

The GDDS management module has assisted the Gambia on strategic planning, an improved website, and a strengthened statistics Act. Steps had been taken to strengthen the functioning of the NSS and training needs were assessed. Discussions were held on funding and on performance based management.

Outstanding issues are that MOUs have not yet been signed, the NSDS itself needed updating, further strengthening of NSS coordination, including better use of administrative data; performance based staff management needs to be introduced; and funding needs to be found to finance the NSDS.

1.2.2 Nigeria

Within the management module, work has commenced on mapping data flows from Ministries and States to Statistics, with Education being used as a pilot project. The principles of coordinating a National Statistical System were discussed and many meetings held with stakeholders. Inputs from stakeholders are being used to develop a strategy for the organisation and management of the NSS.

1.2.3 Liberia

There were three priorities for the phase II project. Strengthening the NSS; Training and capacity building; and the NSDS. On the latter AfDB had funded the initial stages, but the GDDS project helped to move it to finalisation.

Many meetings were held with Ministries, draft MOUs prepared and a coordination committee and coordination unit set up to strengthen the NSS. A revised statistics law has been drafted and is being considered further.

There are many constraints faced by the statistical service in Liberia, in particular lack of funding and lack of skilled staff. A training plan has been developed and one part of this, an induction programme and certificate in official statistics, has commenced with UNDP support. It is hoped to expand this in 2010 to a full modular degree programme in official statistics.

1.2.4 Sierra Leone

The module arrived at an ideal time for SSL. The NSDS had been completed and 8 SSL statisticians had just been recruited to work in key line ministries. The project developed MOUs for these 8 Ministries and started work on implementation of the NSDS. In particular setting up a NSDS coordination unit, a NSS technical committee, and holding discussions with potential donors. On funding two models of a pooled fund were proposed one with SSL managing it and one using external agents.

A training plan was developed involving a combination of short courses and modular in service degree programmes.

In discussion much interest was expressed in the out-bedding arrangement in SL, and on whether the pooled fund concept would be acceptable to donors. The mechanism to shed surplus staff when SSL was created and slimmed down was also discussed (returned to Ministries).

The GDDS project manager spoke at this stage about the importance of a good statistics law (see model for Liberia), and a fully independent statistics Council. MOUs were a flexible tool to assist in coordination; they can contain whatever the two parties to them want.

1.2.5 Botswana

The three priorities were: strengthening the NSS; development of an NSDS; and a review of the structure of the NSO. AfDB have also been assisting with the NSDS. Consultations were held with stakeholders and a very successful stakeholders workshop held. Draft MOUs have also been developed, as well as proposals for a coordination unit, and modifications to the Statistics Bill.

The next steps are to prepare and finalise the NSDS, and complete the transitional progress of the NSO to full autonomy under the new statistics law. Staff capacity is still a major constrain and further discussions will be held with training institutions on addressing this issue.

1.2.6 Namibia

Namibia has an out of date statistics law and very weak coordination with other statistics producers. Options for setting up the NSO as an autonomous agency outside of the public service were developed as well as improved mechanisms for coordination and a revised structure for the NSO. A new statistics bill was prepared and is now with the Government awaiting approval.

1.3 GDDS II project implementation

The project manager said that Phase II of the GDDS has been successful in terms of delivery of TA. 101 out of 108 planned missions had been completed; and 113 out of 120 planned actions. Its effectiveness would however be based on what the countries themselves reported.

2 Day 2

2.1 The first session – the three top management issues in each country

Each country team was asked to present its three main problems in respect of statistical management. The results were as follows:

Botswana

1. Design of the NSDS
2. Staff capacity building
3. Transition to autonomous agency status (institutional)

The Gambia

1. Law to strengthen coordination of the NSS
2. Resource mobilisation to finance NSDS
3. Capacity building in the area of training

Ghana

1. Recruiting and retaining staff (professional level)
2. Data gaps
3. Inadequate budgetary allocation

Liberia

1. Reorganisation of the NSO
2. Funding the NSDS – especially capacity building and manpower planning
3. Training in data analysis and report writing

Namibia

1. Formulation of NSDP/NSDS
2. Strengthening of coordination
3. Institutional transformation (operational strategy)

Nigeria

1. Effective coordination of the NSS
2. Staff and legal capacity building – especially for sub-national statistics
3. Funding for the statistical programme

Sierra Leone

1. Human resource management
2. Financial management
3. Recruitment and staff selection processes

Table 2.1 Three main management issues by country

	1 External policy			2 Internal policy	
	Funding	Strategic planning	Legal & institutional change	Staff training	HR Policy
Botswana		X	X	X	
The Gambia	X		X	X	
Ghana	X	X			x
Liberia	X		X	X	
Namibia		X	XX		
Nigeria	X		XX	X	
Sierra Leone				X	X
Totals	4	3	7	5	2

The countries concerns were divided into external and internal policy issues. The external issues are those which impact on the national statistical system beyond the main agency or NSO. Strategic planning is included as an external issue as it usually involves planning activities both for the NSO, and for other statistical producers; funding problems involve coordinating the treasury and development partners; while the legal and institutional changes involve other stakeholders including statistical producers and regulatory authorities. The internal issues are those which concern the NSO only, and are subdivided into staff training and human resource policy including the retention of scarce skills.

The main concern of the countries was with organisational transformation, legal issues and the coordination of the national statistical system. Staff training and capacity development was an internal management priority for most of the countries, with issues of recruitment and human resource management also a concern for two of them. Two of the countries were still engaged in their NSDS development and required more support; while for the others funding of their NSDS was problematic.

2.2 What was the benefit of south-south learning

The Gambia mentioned that it had already benefitted from listening to the interventions of Sierra Leone, in particular the out-posting of its staff to other statistical producers in the NSS. This might be a possible solution in The Gambia, but human resource availability is a limiting factor.

Ghana who was participating in this module for the first time as an observer, was now starting to implement its own NSDS, and was also interested in the Sierra Leone experiences, particularly the methods of coordinating the NSS, the funding arrangements and the NSDS coordination unit. Ghana has already visited Nigeria to learn about the management of their programme of surveys and their ICT strategy. They wanted to follow in the footsteps of those already implementing their NSDS, and learn from the challenges that the others have found.

Nigeria was interested to learn about the mix of staff in other NSOs, particularly in respect of their qualifications and educational background. Nigeria was relieved to find that not all countries had completed their NSDS, as it had thought it was lagging behind all the other countries.

Both the Namibia and Botswana representatives had already learned that there was much to be gained from emulating others. For both countries, the GDDS experience had broadened their dialogue with external stakeholders and brought about a more outward-looking perspective on statistics.

The following major points emerged from the plenary discussion

- Similar country approaches can be used for NSS coordination, staff and training issues.
- Lack of trained staff was a common issue.
- Exchange of views on how to address common issues was an advantage.
- The various methods of implementing the NSDS allows learning between countries..
- Ways to address the common problems of statistical coordination.
- South cooperation provides the encouragement and motivation to push ahead.
- Comparisons on progress are helpful.

2.3 Work Breakdown Structure Approaches

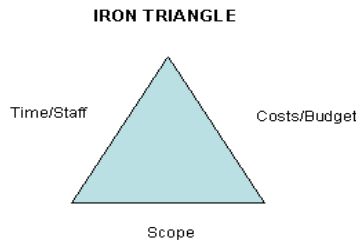
The GDDS Manager introduced the session on project management. A number of examples were described, starting with the 'Iron Triangle' (Figure 2.1), which shows the fixed elements with which every project manager has to work. These are the staff time available in conjunction with the start and end times of the project; the costs or budget; and the scope of the project.

The GDDS Manager introduced a tool being jointly developed by the World Bank and the IMF, which is an amplification of the DQAF. This is a matrix, which maps the quality indicators to various stages (building blocks) of the statistical process. This matrix makes use of a project management tool used extensively in the USA known as Work Breakdown

Structure (WBS). Details can be found in a free book downloadable from the web called "PMBOK¹" WBS might be known by other terms elsewhere such as "business process".

Several other project management tools were distributed including a Gantt chart, and a survey cycle diagram.

Figure 2.1 The Iron Triangle



This PMBOX/DQAF matrix provided a useful tool for the discussion and for the organisation of statistical management issues throughout the workshop. It shows the interaction between the IMF's Data Quality Assessment Framework (DQAF) and the major statistical planning building blocks. This matrix is still work in progress, but already provides a useful tool in managing and assessing statistical work. The main elements of the two dimensions, the DQAF and the statistical building blocks are shown in Table 2.2. A complete list of the blocks described in the presentation can be found in Table 2.3.

Table 2.2 Matrix of DQAF by activities or building blocks

Classification of "Activities", or "Building Blocks"									
1. Institutional organization.	2. Internal organization and management issues	3. ICT tools	4. Frameworks and registers.	5. Surveys.	6. Methodology.	7. Integration Frameworks	8. Dissemination	9. Use of statistics	
DQAF1									
DQAF2									
DQAF3									
DQAF4									
DQAF5									
DQAF0									

The GDDS Manager described a process, which could be followed for any project or change process in an organisation, which is as follows:

1. Define topics of the projects
 - Statistics /Non statistics

¹ The Project Management Framework (based on PMBOK Third Edition) embodies a project life cycle and five major project management process areas. Mapped to these five process areas are nine areas of project management knowledge.

Report of the GDDS Management Module Final Workshop

- Improvements versus New Projects
- 2. Put them in a (multi-annual) program
- 3. Set priorities (strategy)
- 4. Define for each the Work Breakdown Structure
- 5. Link it with inputs / timeframe
- 6. Put management systems/agreements in place

Table 2.3 Building blocks of work breakdown structure used in matrix

1 & 2	INSTITUTIONAL & INTERNAL POLICY		
1.1	Policy formulation		METHODS
1.2	Defining focus points	6.1	Subject matter field
1.3	Communications policy	6.2	Theory
1.4	Policy meetings	6.3	Work breakdown structure
1.5	Policy evaluation	6.4	Application of tool boxes
3	ICT		INTEGRATION FRAMEWORK
3.1	System design	7.1	Design of approach
3.2	Procurement	7.2	Data collection
3.3	Installation	7.3	Checks and correction
3.4	Activation and testing	7.4	Completion
3.5	Maintenance and refinement	7.5	Harmonization, analysis, and integration
4	REGISTERS & FRAMES	7.6	Data production
4.1	Design and structure		DISSEMINATION
4.2	Definition and selection of units	8.1	Databases
4.3	Application of economic unit classification	8.2	Web
4.4	Selection of variables	8.3	CD-ROM/DVD
4.5	Software implementation	8.4	Print
4.6	Update		USERS
4.7	Sample frame production	9.1	Understanding the topic
4.8	Further improvement	9.2	Defining information needs
	SURVEYS	9.3	Select quantitative methods
5.1	Survey design	9.4	Apply toolboxes
5.2	Questionnaire design	9.5	Reliability check
5.3	Sample design	9.6	Examination of usefulness
5.4	Data collection	9.7	Presentations
5.5	Data processing	9.8	Reporting
5.6	Data analysis		
5.7	Data production		

2.4 Expert presentations

2.4.1 Presentation: Organisational Issues for the National Statistical Office (Philip Turnbull)

This presentation covered the management of the NSO only and included: Managing the Organisation; Managing your Data and Statistics; and Managing Change. He emphasised the need for horizontal management processes across the organisation, as well as the more usual vertical processes. All staff need to know what is happening across the organisation, and he introduced the concept of “Matrix management” as a tool for this. Financial management and the example of the “UK Code of practice” were also discussed.

2.4.2 Presentation: Management Issues for the National Statistical Office (Philip Turnbull)

This presentation on internal management issues for a statistical agency covered the topics of: Managing your People; and Managing the Work, which links with project management to be presented later.

2.4.3 Presentation: Statistical governance & legal frameworks (Mary Strode)

Mary Strode spoke about statistical governance and legal frameworks. The topics included the contents of a typical statistics law including the roles and responsibilities of the chief statistician, the minister, and the board or council. In response to questions it was agreed that the law should be short, but give the authorities powers to issue regulations as the need arises. Statistical coordination and the principles of autonomy were also discussed, including the difference between technical and organisational coordination.

2.5 Group Exercises

The workshop was broken into two discussion groups, which were asked to discuss and make recommendations on several questions:

‘Both groups should answer the following questions:

- a. List the most important knowledge and training needs for external and internal management issues.*
- b. What should a comprehensive statistical training programme look like?’*

2.5.1 Question a. The most important knowledge and training Needs

The solutions offered by the two groups differed and the lists can be found in the presentations copied on the CD-Rom. However there were common themes.

For internal management needs the following issues were common:

- Project Management
- Budget/Financial Management
- Communications
- Resource Management

- Data Management (with specialist topics mentioned including GIS and small area statistics)
- Work Programme

While for external stakeholders both groups identified training for users and for the media as important themes.

2.5.2 Question b. Comprehensive Statistical Training Programme

The comprehensive training policy offered by **Group 1** was as follows:

1. Training needs assessment
2. Training programme
3. Funding for training
4. Development of a retention policy
5. Delivery of training – using a combination of options including
 - a. Within NSO
 - b. Local training institution
 - c. International training institutions
6. On the job training is also an effective means of training and motivating staff.

The comprehensive training policy offered by **Group 2** covered:

All levels and grades of staff including:

- Induction
- On-the-job training
- certificate (post high school)
- First Degree
- Internship
- Masters programmes

All subjects, including:

- ICT
- GIS
- Data Analysis
- Report Writing
- Statistical Methodology/Sampling
- Official Statistics

2.5.3 Group 1: Contents of a good MOU – list 10 main points

Group 1 was asked to answer the following question *‘What needs to be in an MOU to improve the relations between different statistical producers? List 10 main points and come with answers about how to address these issues.’*

Group 1 listed 10 points, which should be included in an MOU

1. Identification of parties involved
2. Objectives of the MOU
3. Responsibilities of each party
4. Deliverables
5. Financial responsibilities
6. Time schedule for activities and outputs
7. Monitoring and evaluation
8. Disengagement procedure
9. Execution committee/Project implementation team
10. Signatories

2.5.4 Group 2: List the essential surveys for a statistical system

Group 2's special question was, '*Which key business and household surveys should be the core of an African statistical system, please list.*' The answers were as follows:

- Business and enterprise and establishment surveys
 - Register/Establishment Survey
 - National Accounts (Value Added) Survey
 - Employment Survey
 - Census/Survey of Enterprises
 - Prices for CPI and PPI
- Household Surveys
 - Census of Pop and housing
 - Wider Poverty Survey (CWIQ², LCMS³, MICS⁴)
 - Income and Expenditure Survey
 - Demographic and Health Survey
 - Labour Force Survey
 - Informal Sector Survey⁵
 - Agriculture Households

² Core Welfare Indicators Survey

³ Living Conditions Monitoring Survey

⁴ Multiple Indicators Cluster Survey

⁵ Often part of a Labour Force Survey if a household-based approach is taken, but selected by the group as a separate survey.

2.6 Presentation and discussion of monitoring and evaluation

Roger Edmunds, the independent evaluator of the GDDS II programme hired by DFID, gave a presentation of monitoring and evaluation methods. He outlined the various techniques, explained the differences between monitoring and evaluation and drew the participants' attention to a PARIS21 paper on official statistics and M&E systems. Quantitative data were needed for accounting to taxpayers of donor nations, and to residents and businesses in developing countries. Often indicators were drawn up with no consultation with NSOs and no baseline data.

He stressed that about 50% of PRSP indicators are process or milestone indicators and did not concern statistical systems, but the remaining 50% were major priorities for statistical offices. He explained that M&E indicators were linked to specific policies, but official statistics rarely were. Therefore it was important not to bias the statistical system too much to respond to indicator fashions, but to maintain a good range of official statistics in all sectors.

Nigeria gave an example of the results of vaccination campaign which were used by an indicator. When the FBS compared the Ministry of Health data with those from a household survey, it came to light that the MoH data was based on use of vaccines (output) not the number of immunised children (outcome). The number of children who were vaccinated was much lower than the MoH data suggested, due to wastage of vaccines in the field. The FBS has shown it is neutral, but there are problems of independence of statistics when the department provides the data and the funds, as they want to show positive results,

Botswana mentioned that stakeholders rarely consult with the CSO on their needs in good time but that out-posted statisticians in ministries can be good sources of information on what may be needed by policy-makers in the future.

The evaluator then asked the workshop participants to frame evaluation questions for him to use during his study. The suggestions made included the quality and abilities of consultants, together with their contextual and technical knowledge. The ability to handle problems that are encountered in the process was considered important, particularly dealing with unforeseen circumstances, which might occur in the project. Flexibility of the project itself was considered as important, as the project needed to deal with changing external environments in countries. One important issue was the level of preparedness of the countries for the different missions, as there are constraints on participation by the managers in the countries, and opportunity costs to participation.

3 DAY 3

3.1 Project management tools

The GDDS Manager introduced the session and explained the several types of projects which need to be managed in a statistical system:

- New projects
- Reform of the organisation can be viewed as a project
- All ongoing activities can be defined as a project.

Project management tools can apply at all stages of managing a project. Two textbooks were shared with the participants.

Horine, Gregory M. Absolute Beginner's Guide to Project Management, QUE, USA, 2005. ISBN 0-7897-3197-5

Phillips, Joseph. PMP Project Management Professional Study Guide, Second Edition, McGraw-Hill 2006 . ISBN 978-0-07-226290-2

Project management is defined by both steps and processes and these were listed.

A. STEPS

- Design,
- Scope
- Time
- Costs
- Quality
- Human Resources
- Communication
- Risks
- Procurement

B. RULES

- Projects are processes
- Process is a series of inputs and outputs
- Outputs are defined
- Inputs are managed
- Managing is a process
- Managing is about selection and decision making
- Managing is accountable.

3.2 The presentations on project management

Two expert presentations were made on the topic of project management.

3.2.1 Presentation: Project management (Philip Turnbull)

Philip Turnbull presented the project management tool PRINCE2 recommended for use in the UK public sector, the project management cycle, the Project Initiation Document (PID) and a typical project management structure. He stressed that all of our work can be considered as projects, even internally within one section of the NSO. How formally we manage these projects depends on their scale and the number of different agents involved. Formal project management provides a good framework for developing a project even if it is not used or only partially used.

3.2.2 Presentation: Project management NSDS (Mary Strode)

Mary Strode made a presentation on NSDS implementation and its common constraints. Constraints often include funding and planning in circumstances where funding is insecure and where there are limited trained staff. A DVD from The Statistical Services Centre at Reading University (UK) was handed out. The DVD includes course materials for courses in official statistics, video presentations and films, and an electronic statistics textbook with interactive examples. The presentation also included managing funders, performance management processes, training alternatives and procuring technical assistance.

3.3 Discussion on the presentations

The workshop participants discussed the unpredictability of their funding. Particular problems concerned the general unpredictability of government revenue, when this was less than expected the amounts expected tended to be reduced. The activity budget of several countries tended to be small and vulnerable to cuts, particularly at the end of the year. The two SADC countries experienced more stability in their government provision. Namibia had a three-year rolling budget and the funding received by the statistics office was predictable and secure. Botswana looked for development partners to fund analysis, and not fieldwork. Several countries complained of difficulties with donors who wished to follow their own agendas for surveys rather than those of the countries.

3.4 Group exercises

The two discussion groups were asked to respond to different questions.

3.4.1 Group 1: WBS exercise

Discuss the usefulness of the Work Breakdown Structure or Business Process Structure

Question a. Discuss the usefulness of WBS. Pros and cons

Three instruments were discussed by the group, the Gantt chart, the survey cycle described on day two and the statistical building blocks used in the Matrix set out in Table 2.2. The advantages of using WBS was thought by the group to be as follows:

- It gives the insight of activities from the beginning to an end
- Systematic execution of project activities

Report of the GDDS Management Module Final Workshop

- It makes it easy to assign resources to activities
- Good instruments for advocacy (resource mobilisation)

However the group thought that planning process itself can be resource intensive, as it requires know how, and management time. Too rigid a work plan can leave little room for flexibility, and much flexibility is required to deal with the realities of operating in Africa.

The project manager mentioned at this point although flexibility was required, a planned approach was vital to successful operations. Flexibility should be used within a planned process, making provision for uncertainty and risk. Uncertain environments should not be used as an excuse for not planning or constructing strategies to deal with risk.

Question b. *Discuss the three series of steps that were presented to you and discuss which are relevant for your approach to the WBS of a LFS.*

The group thought that advantage of a Gantt chart was that its milestones could form the foundation of performance appraisals; it has time dimension. It has the strong advantage that the activities can be sequenced and the resource needs can be clearly identified.

The survey cycle diagram is relevant for CEO's, for teaching the survey cycle, and for conceptualizing projects.

The building blocks approach links clearly to quality dimensions and can be useful for planning a new project, and for considering each business process at an early stage, prior to programming and sequencing. It also clearly identifies the quality issues to be considered at each stage.

Question c. *Discuss the relevance of the (9) building blocks or activities for the LFS.*

The group thought that all nine steps would be needed for any new project; however the required steps would be fewer for routine activities. Several blocks are not required unless the series is new, or in undergoing a revision. The steps required for a repeated activity might comprise only:

- Internal organization and management issue
- Surveys
- ICT tools
- Framework and registers
- Surveys
- Methodology
- Integration frameworks
- Dissemination

3.4.2 Group 2: Project Initiation Document (PID) exercise

The group was to imagine it was preparing a Project Initiation Document (PID) for the next LFS. Formal project management is to be used for this major project.

Discuss and identify the key points under the following headings:

- a. Stakeholders – Who are they? Which ones are key to success: How will you handle their interests?*

These were listed as⁶:

- Users and Funders
- Labour Ministry *
- Finance Ministry *
- Other Ministries
- Donors *
- Civil Society + Media
- NSO Top management *
- NSO Survey Department and Staff
- Suppliers of Services
- Recruitment (Public Service Department)
- Vehicles/Transport *
- IT Department and staff *
- Respondents *

Stakeholders would be handled by means of meetings and committees, but there would need to be a technical and user split in these meetings. Good communications are required, and there needs to be clarity of roles in the execution of the project.

b. *Risks – What are the key risks? Assess them as high medium and low in terms of both probability and impact. How will you deal with them if they arise?*

The group produced the following risk assessment table.

Table 3.1 Risk assessment by Group 2

<u>Risk</u>	<u>Probability</u>	<u>Impact</u>	<u>Handling</u>
Funding/Budget	H	H	Revise or delay
Staff Capacity	M	M	Training, and Reserves
Access to respondents	L	M	Avoid rainy season Contingency plan
Localised Civil Unrest	Varies	L	Annex A
Low response rate/biased answers	L	L	Good Q Publicity
Losing key staff	H	M(H?)	Plan ahead

The discussion focussed on some groups of stakeholders who had been missed from the list, including trades unions, and the staff should have been stressed as a particularly important stakeholder group. The loss of political support was considered to be a very significant risk by one participant.

⁶ * indicates the most important stakeholders

Report of the GDDS Management Module Final Workshop

Some further discussion was had on the various types of project management tools and participants asked for more clarification on the project indicators which should be used in particular contexts.

4 Day 4

The theme for the day was quality. The GDDS Manager referred back to his matrix introduced on day 1, which makes use of the IMF DQAF. Mary Strode said that quality was not just about the NSO but the whole of the NSS. A good statistics law should allow the Head of the NSO to assess the quality of all official statistics.

4.1 Expert Presentations

4.1.1 Subject Matter Knowledge (Philip Turnbull)

Knowledge of the sector or subject in which a statistician is working is an essential means to achieve high quality statistics. Such knowledge ensures your statistics are relevant; you are able to participate in discussions with topic experts and earn their respect; to judge what data is possible to collect. It also makes the statistician's job more rewarding and helps you present and interpret data.

The expert gave a potted history of his moves within the UK Statistical service from recruitment, as an example of why moves between topics are important. Such a breadth of experience is what makes a statisticians' job so attractive, and helps to learn transferrable skills. It also presents a challenge (and a stimulus) on each move, to spend the first 6 months learning the subject matter.

Statisticians should move on from their current job every 3-5 to gain experience and new challenges. Staff can become too "comfortable" in one subject area, and thus less likely to initiate new developments or meet new demands.

In discussion, the need for a balance at recruitment stage between subject matter experts and mathematical statisticians was discussed. The career development needs for other professionals within a NSO should not be neglected (accountants, IT etc.). Nigeria spoke about their experience of trying to spread IT skills throughout the office. SL said that they often loose graduate staff to other organisations.

4.1.2 Quality Standards (Mary Strode)

The NSO or chief statistician is or should be the custodian of standards under the statistics law. This means more than agreeing common classifications & definitions (although that is an excellent start). One important first step is to define what constitutes official statistics in your country. Standards build trust and credibility, but gaining cooperation of other producers of statistics can be problematic.

As well as the IMF DQAF (see next presentation) there is also a European Union Standard and associated peer reviews (see handout); A UK code of practice (see handout); an African Charter of Statistics and a South African Standard. The content of quality standards often surprise those unfamiliar with this area. They include: availability of metadata; publication policy; accessibility and relevance; coherence and interpretability; legal and organisational context; ethical standards; as well as methodology and accuracy.

Enforcement or implementation of the standards can be difficult. The new UK Stats Authority has appointed a special head of quality (Head of Assessment) – who will assess statistics on a schedule (10 in 1st year). South Africa is setting up a Data Quality Assessment Team

(methodologists, experts etc.), and the Gambia has a section in charge of quality. All of these examples separate the assessment function from the statistics production functions.

In the absence of a culture of quality assuring statistics, it can be difficult to make a start. The NSO must have credibility and support from Ministers/Board. Committees and statistical units are needed. Carrots may be better than sticks – encourage joint working, support and capacity building.

4.1.3 Data Quality Assessment Framework - DQAF (Philip Turnbull)

The IMF's DQAF (see handout) was originally developed as an assessment tool for developed statistical systems. It is used and published as part of the formal IMF reviews of the observance of standards and codes (ROSC). However in the consultants' direct personal experience it also works well in developing countries and as a self-assessment tool. An anonymised assessment of trade statistics in a developing country using the DQAF was handed out to participants as an example.

The consultant took the group through the 6 major headings of DQAF and mentioned how the WBS approach helps to achieve a better identification of where the problems lie in the statistical process.

In discussion, some scepticism was expressed as to whether participating countries were ready to start applying quality standards. There are major weaknesses within NSOs and even greater statistical weaknesses among ministries. The project manager mentioned that countries should apply the DQAF approach in analysing the quality challenges they are facing. Addressing these challenges using the DQAF framework provides a better understanding of the underlying quality considerations. The purpose of including the DQAF in the workshop agenda is to promote the international consensus on statistical quality frameworks among the participants.

The DQAF framework and a worked example can be found in Annex D.

4.2 Group exercises

Countries were split into 2 groups and given 90 minutes to discuss and prepare a presentation. Both groups were asked to address the same questions about the use of DQAF.

4.2.1 DQAF Priorities

On training needs for improved quality, Group 1 prioritised: statistical techniques (survey design and sampling techniques); compendium of statistical terms, concepts and definitions (metadata); handling statistical discrepancies; training in monitoring and evaluation; training on quality management (principles and techniques); and report writing and presentation skills.

Group 2 referred to: data collection methodologies; survey design; data collection (training of fieldworkers); data processing; analysis & report writing; data management; dissemination; and management techniques.

In discussing of the contrast between subject matter experts working in statistics and statistical trained professionals working in the specialised subject areas; both groups came to the conclusion that there were advantages and disadvantages of both and that both types of statistician were needed in the NSS.

Group 1 identified the following as the most important topics in DQAF for their countries: the legal and institutional environment is supportive (0.1); resources (0.2); policies and practices are guided by professional principles (1.1); concepts and definitions follow international framework (2.1); statistical techniques conform to sound practice (3.2); statistics cover relevant information on the subject (4.1); timeliness and periodicity follow dissemination standard (4.2); metadata (5.2).

In contrast the topics chosen by group 2 were: serviceability (timeliness); pre-requisites (confidentiality, data sharing); methodological soundness (concepts & definitions); integrity (ensuring impartiality, conditions under which stats are collected, public attribution of statistical products, ethical guidelines for staff); accuracy & reliability (validation of intermediate resource, validation of intermediate reports); accessibility (advance release calendars, layout & clarity).

Both groups also addressed the most important DQAF heading for the organisation and for the household surveys.

Following the presentation, Mary Strode mapped the most important DQAF headings for group 1 (and later for group 2) into the WBS headings. The conclusions were that the most important stages of the statistical process that need to be addressed to improve quality were: institutional and internal management; ICT and dissemination.

Figure 4.1 Results of exercise for Group 1

Quality needs by DQAF for Group 1						
WBS \ DQAF	1	2	3	4	5	0
Institutional & Internal (3)	1					11
ICT (6)	1	1	1	1	1	1
Registers (6)	1	1	1	1	1	1
Surveys (5)	1	1	1		1	1
Integration frameworks (6)	1	1	1	1	1	1
Dissemination (5)	1			1	1	11

Figure 4.2 Results of exercise for Group 2

Quality needs by DQAF for Group 2						
WBS \ DQAF	1	2	3	4	5	0
Institutional & internal (5)	1111					1
ICT (6)	1	1	1	1	11	
Registers (3)		1	1	1		
Surveys (3)		1	1			1
Integration frameworks (2)		1	1			
Dissemination (6)	11			1	11	1

The project manager clarified the concept of the Work Breakdown Structure. The WBS is a generic (general) term to define the different parts or steps of each project. Other terms used include: business production process for non statistical projects; statistical production process; and survey design cycle for statistical work.

The Project Manager presented a chart on Day 1 (see Table 2.2) which depicts the interaction between the 6 steps of the statistical production process (or the WBS for statistical organizations) and the Data Quality Assessment Framework (DQAF) of the IMF. This shows that quality issues should be related to specific parts of the statistical production process. This applies to the organization as a whole, as well to each statistical project or sector separately.

5 Day 5

The theme for the final day was planning for the future.

The project manager re-emphasised the use of the DQAF/WBS matrix as an important means to assess where countries are now, in order to prioritise plans for improvement.

5.1 Plans for Improvement

Countries were asked to list the most important issues for them. These are listed below.

5.1.1 Liberia:

- Preparing and introducing a new statistics Law
- Organisational issues such as County Statistics Offices, Board, and the top management structure
- Implementation and funding for the NSDS
- ICT including an improved website for dissemination
- Training in Survey design, data analysis and report writing

The discussion concerned the inter-related issues of coordination, quality and timeliness.

5.1.2 Nigeria:

- Statistics Act
- NSDS
- Relationships with the States (Federal System)
- MOUs
- Advocacy for Statistics

Nigeria plans to undertake some further work to link these issues to the DQAF.

5.1.3 Sierra Leone:

- Funding and financial management
- HR, selection and training and staff deployment
- Communications (internal and external)

A discussion followed on the NSO model in SL of paying higher salaries than Ministry staff and the advantages of placing NSO staff in Ministries. Would they really be treated as if they were Ministry staff?

5.1.4 Gambia:

- Update the NSDS

- Strengthen Coordination of the NSS
- HR – training and staff evaluations
- Methodology including: a common frame for business and household surveys; a compendium of concepts and definitions; and better use of administrative data.
- Funding

One issue raised in discussion was the extent of involvement of the Gambia NSO with the PRS process.

5.1.5 Botswana:

- Transitional Process for Statistics Botswana (as an autonomous organisation) and restructuring to meet user demands
- Continued use of MoU's
- Design of the NSDS
- Improvement in the timeliness of publications
- Dissemination of statistical outputs

5.1.6 Namibia:

- Review and update the NSDS (2005)
- Coordination of the NSS
- Transition to Autonomous Agency (New Act with Government) including setting up ICT and other support services currently provided by parent Ministry.
- Timeliness and Release Calendar

5.1.7 Ghana (observer)

- Reconstitute the Statistics Board
- Review of the Statistics Law
- HR including, recruitment and retention, increasing the percentage of professional staff, and revising staff terms and conditions.
- Implementing the NSDS
- Training, especially for ICT.

5.2 GDDS Manger's remarks

The key topics identified in response the country presentations were as follows

- The importance of proper project planning and prioritisation in all areas, communication plans, training plans, and dissemination (including timeliness) plans.
- The value of detailed breakdowns of activities (e.g the WBS) for better costing and resource planning.
- MOUs are a vital tool of coordination; use them flexibly to suit particular circumstances.

- Those countries that do not yet have an NSDS should finalise them as quickly as possible and move on to the implementation stage.
- Strategies must be presented well and “sold” to donors and other stakeholders. Concentrate on the key issues and not the detail.
- Don’t forget about measurement of the informal sector – a recommended model is the Uganda (UBOS) LFS.

5.3 Concluding Remarks by WB Consultants

The original objectives of the GDDS Management Module were “To strengthen the organization and coordination of statistical systems and to improve their efficiency and effectiveness”. This was in turn split into 9 components or contents.

The consultants concluded that 5 of these components had been fully achieved or addressed:

- Structuring strategic planning exercises (based on PARIS21 guidelines) and multi-annual plans;
- Statistical legislation and institutional arrangements;
- Training and human resource planning and management;
- Institutional coordination and management of national statistics; and
- Technical coordination and management of statistical operations.

However the following 4 components had only been partially achieved or not achieved at all. These were:

- costing and budgeting for statistical operations;
- institutional relations with data providers (sources) and users;
- accountability and monitoring of statistical systems;
- use of frameworks such as GDDS and DQAF.

The project also expected 8 possible outcomes of which only three have been fully achieved:

- Coordination and management mechanisms made more effective, including the design and use of related tools;
- Countries using GDDS frameworks (prior work on this contributed);
- Each country assisted to assess its own situation and to design appropriate strategies according to their needs.

Five outcomes have not been achieved or only partially achieved. As the GDDS II has been running formally for only 3 years (effectively 2 years) the consultants believe that these were ambitious targets.

- Countries able to prepare strategic plans where appropriate;
- Countries able to review and strengthen legal and other institutional arrangements for statistics;

- Countries using DQAF frameworks;
- Costing and budgeting made more effective; Improved human resource and training management.

A particular success of the project has been the NSS aspects of NSDS implementation (4 countries). This has included setting up producer (NSS) coordination committees; development of MOUs and training plans; and plans for strengthening statistical units in Ministries.

Other key successes have been assisting with legislation (3 countries); restructuring (2 countries); NSDS preparation (2 countries); and improved coordination and collaboration with producers (all 6 countries).

5.3.1 Achievements of the workshop

This workshop itself has been successful in developing a shared understanding of common problems including: resources, training, balance of expertise at recruitment stage; donor alignment with the NSDS; and dissemination. It has also provided participants with: an understanding of WBS; an appreciation of quality assessment and its potential use; priorities for improvement (dissemination, ICT and institutional issues); selected management skills and M&E statistical indicators.

5.3.2 Future management priorities

The following table maps the country priorities for future improvement against the original components of the GDDS management module.

Table 5.1 Countries' priorities for the future

GDDS Module components	Country priorities for the future
Structuring strategic planning exercises	The Gambia, Botswana, Namibia, Liberia (Law & Board), Nigeria (legal implementation), Ghana
Statistical legislation and institutional arrangements	The Gambia, Botswana, Nigeria (implementation), Ghana
Training and human resource planning and management	The Gambia, Liberia (recruitment plus (specialist training, analysis, sampling), Sierra Leone (HR Policy), Ghana
Coordination and management of national statistics	The Gambia (O & T), Botswana (O), Liberia (O&T), Nigeria, Namibia
Costing and budgeting for statistical operations	The Gambia, Sierra Leone, Liberia
Institutional relations with data providers (sources) and users	Botswana, Namibia, Liberia, Nigeria (advocacy)
Accountability and monitoring of statistical systems	The Gambia, Liberia (Board)
Use of frameworks such as GDDS and DQAF	The Gambia, Botswana

5.4 Concluding Remarks from Countries

5.4.1 Workshop Evaluation

All delegates (not observers) were asked to complete two evaluation sheets one on the workshop, and one on the GDDS module as a whole. The results are presented in the following two tables.

All the full participants (but not observers) were asked to rate questions on a scale from 1 to 5, where 1 represented the most negative 'I totally disagree', and 5 the most positive 'I strongly agree'

The overall participant score was 4.28 indicating a high level of satisfaction with the event. The highest score (4.75) was in response to the question 'Overall, the training will be valuable to my country', closely followed by 'Overall, attending the workshop was useful for me' (4.67). The most negative points were the travel (3.55) and hotel arrangements (3.91). There was an indication in the results that a little more time had been needed to discuss the important issues, as it was scored a little below many of the other dimensions on the content of the workshop (4.18).

The full analysis of the evaluation will be carried out by the GDDS unit in Washington, as there was insufficient time for the consultants to analyse the written, qualitative questions. However a rapid read through of section C of the questionnaires indicated that there were many responses, which valued highly the content of the country-to-country discussions.

Table 5.2 Participant Evaluation of the workshop

Question	Mean Score
Section A: my views on the workshop in general	
1 Overall, attending the workshop was useful for me	4.67
2 It was of interest to listen to the presentations by the experts	4.50
3 The discussions with colleagues from other countries were useful	4.33
4 We had sufficient time to discuss the important issues	4.18
6 i The travelling was well organised	3.55
6 ii The accommodation in the hotel was well organised	3.91
6 iii The proceedings during the workshop were well organised	4.50
7 The food was good	4.08
Section B: My views on the training course	
8 Overall, the training will be valuable to my country	4.75
9 What I need to know was clearly explained	4.33
10 This training is a good way to do this in practice	4.42
11 This training will fit my needs	4.42
Total mean score	4.28

Table 5.3 Participant evaluation of the modules

Question	Mean Score
Section A: my views on the workshop in general	
Q1 Overall, participating in the GDDS II was useful for me personally.	4.63

Report of the GDDS Management Module Final Workshop

Q2	It was of interest to work with the experts, in order to learn more about this topic.	4.27
Q3	It was of interest to work with the experts, in order to learn to change the way we work	4.45
Q4	We had sufficient time in this project to make progress in our work The GDDS II Project was well organized:	3.27
Q5 i	Travelling	4.55
Q5 ii	Meetings	4.27
Q5 iii	Transfer of knowledge and information.	4.09
Q6	Overall, the GDDS II project was valuable for my office/country.	4.64
Q7	What we needed to know is now clear for our team.	4.00
Q8	This GDDS II modular way of working is a good way to improve statistics in our country.	4.36
Q9	GDDS II project was able to address our statistical information needs.	3.90
Q10	The consultants did a good job	4.45
Q11	I give the World Bank Project GDDS Management Team the following number for their work	4.36
Q12	When there would be next GDDS project I would like to participate	4.91
	Total mean score	4.29

The mean of the scores for the evaluation of the whole module was similar to that of the workshop itself. The most positive points were the usefulness of the module (4.63), and the change processes, which the consultants facilitated (4.45). The highest score of all was recorded for the question asking whether countries would like to participate in any further phase of the GDDS (4.91). Least positive was the time available for the module, and if the information needs of the project had been supplied.

5.4.2 Final round table

During a final round table session, all delegates praised the success of the module and the workshop. This was the first time for many of them that management issues had been addressed in technical assistance programmes. More should be done in this crucial area for the future. The chance to meet and learn from fellow African colleagues was particularly appreciated.

The Chair praised the host organisation GBOS for their excellent hospitality and the excellent service from the secretariat staff provided by GBOS. He was well aware of the critical staffing and resource problems of countries in the region and praised them for their efforts. Mr Ndow head of GBOS made a final thank you speech in which he thanked the World Bank for the support provided to the region. Mr Suwarah of GBOS said that this was the close of GDDS II, but not the end of work in this area.

Annex A Final (Actual) Agenda for the Workshop

Monday, 25 May, 2009:

Session Chairman: Alieu Ndow, Statistician General, Gambia Bureau of Statistics.

Welcome and Opening by, Abdou Touray, Director General, National Planning Commission.

GDDS Manager: Agenda of the week

Presentations by countries of their work on the GDDS,

Expert Presentation: Reactions will be given by: Mary Strode and Philip Turnbull:

GDDS Manager: Presentation about the overall GDDS project and the introduction of a tool for the self-assessment of what has been done.

Countries: Identification of the three main problems of each of the countries that they presently encounter in the field of management.

Evaluation Consultant: Discussion with the Evaluation Consultant (WB team not present for this).

Welcome dinner from WB.

Tuesday, 26 May, 2009

GDDS Manager: Introduction

Countries: Discussion about what countries can learn from each other.

Response by WB team

Expert Presentation: Governance and legal context on the National Statistical System: Mary Strode

Expert Presentation: Institutional matters. Organisation and Management of the National Statistical Office, Philip Turnbull

GDDS Manager: Introduction to break out sessions on External and Internal Organizational Issues

Plenary reporting on break out sessions.

Response from WB team

Presentation by the GDDS Evaluation Consultant about M&E, Roger Edmunds

Wednesday, 27 May 2009

GDDS manager: Introduction

Report of the GDDS Management Module Final Workshop

Expert Presentation on managing the resources of the NSO, Philip Turnbull

Expert Presentation: Presentation on Project management. Philip Turnbull

Expert Presentation: Presentation on Project management. Mary Strode

Discussion

GDDS Manager: Introduction to the topic of break out sessions.

Break-out sessions on Project management

Plenary Reporting on Break out sessions

Feedback from WB Team

Invitation to dinner from GBOS

Thursday, 28 May, 2009

GDDS Manager: Introduction.

Expert Presentation on Subject Matter Knowledge, Philip Turnbull

Expert Presentation on Quality standards, Mary Strode

Expert Presentation on Quality standards (DQAF), Philip Turnbull

Discussion

GDDS Manager: Introduction to the topic of break out sessions.

Breakout sessions on Knowledge and Quality standards.

Plenary reporting on Breakout sessions.

Feedback from WB team

Friday, 29 May, 2009:

GDDS Manager: Planning for the future

Countries presentations

Discussion and feedback from WB team

Experts Presentation: Conclusions from the Module and the Workshop: Mary Strode and Philip Turnbull

GDS Manager: Evaluation Questionnaires. Annex A

Invitation from WB for Dinner

Annex B Group Exercises

Day 1

Topic: Country management priorities

Both groups should answer the following questions:

Question a. List the most important knowledge and training needs for external and internal management issues.

Question b. What should a comprehensive statistical training programme look like?'

Day 2:

Topic: External and Internal Organizational Issues

Both groups should answer the following questions:

Question a. List the most important knowledge and training needs for external and internal management issues.

Question b. What should a comprehensive statistical training programme look like?'

Group 1 should answer the following additional question:

Question c 'What needs to be in an MOU to improve the relations between different statistical producers? List 10 main points and come with answers about how to address these issues.'

Group 2 should choose from the following questions:

Question c. What are the key issues to be addressed for improving the external institutional framework.

Question d. Which key business and household surveys should be the core of an African statistical system, please list.

Question e.. Assuming some growth in your economy and the taxation base, what proportion of the total statistical budget should come from the national government in say 10 year's time?

Question f. What are the key issues to be addressed for improving the internal management structure of your national statistical services?

Day 3:

Topic: Work Breakdown Structure

GROUP 1:

Question a. Discuss the usefulness of the Work Breakdown Structure or Business Process Structure. Give the pros and cons

Question b. Discuss the three series of steps that were presented to you and discuss which are relevant for your approach to the WBS of a LFS.

Question c. Discuss the relevance of the (9) building blocks or activities for the LFS.

GROUP 2:

Discuss and identify the key points under the following headings:

Question a. Stakeholders – Who are they? Which ones are key to success: How will you handle their interests?

Question b. Risks – What are the key risks? Assess them as high medium and low in terms of both probability and impact. How will you deal with them if they arise?

Day 4:

Topic: Knowledge and Quality Standards.

Both Groups should answer the same topics.

Question a. Make a list of the knowledge / quality training needs.

Question b. Discuss the difference (pros and cons) between a subject matter skills and “core mathematical skills”. List differences.

Question c. Discuss the DQAF and mention the 10 topics you think are most important.

Question d. Do you think the DQAF or something like it could be useful in your country?

Question e. List for five DQAF criteria the risks/problems you see at the level of the organization. Policy about organization.

Question f. List for five DQAF criteria the risks/problems you see for conducting household surveys or firm surveys. What should the policy be about survey design.

Day 5

Topic: Concluding priorities

Individual country teams to devise a brief plan for the future improvement of statistical management:

Report of the GDDS Management Module Final Workshop

Consider the 5 key statistical management activities that you plan to introduce in each country.

Review your plans systematically, perhaps using the coloured matrix framework. How can we use project management to deliver the improvements needed?

Annex C Participants List

C.1 List of participants

NAME	Country	DESIGNATION	PHYSICAL ADDRESS
Philip Turnbull	United Kingdom	WB Consultant	SigmaPlus Ltd, 7Tweed Drive, Bletchley, Milton Keynes MK3 7QR, UK
Mary Strode	United Kingdom	Principal Consultant	OPM, 6 St Aldates Courtyard, Oxford OX1 1BN, UK
Roger Edmunds	United Kingdom	Consultant	37B West Street, Watford UK
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Gbogboto B. Musa	Sierra Leone	Senior Statistician	Statistics Sierra Leone AJ Momoh St., FREETOWN
Sheikh I Koroma	Sierra Leone	Statistician	Statistics Sierra Leone AJ Momoh St. Tower Hill, FREETOWN
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Francis F. Wreh	Liberia	Deputy Director General	LISGIS, Box 629 Monrovia, Liberia
Simon B. Harry	Nigeria	ACS	Plot 762 Independence Avenue CBD, Abuja
Eteama Henry C.	Nigeria	Assist. Director	Independence Avenue, Abuja
Abu Camara	The Gambia	Director, Coordination, Dissemination & Quality	Gambia Bureau of Statistics Kanifing Institutional Layout, P O. Box 3504 Serre Kunda, The Gambia
Abel Sindano	Namibia	Chief Statistician	Government Office, Park WHK, P/Bag 133356, Namibia
Ndamona C. Kali	Namibia	Deputy Director	Government Office, Park WHK, P/Bag 133356, Namibia
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Baba Suwareh	The Gambia	Director, Social Statistics	Gambia Bureau of Statistics Kanifing Institutional Layout, P o. Box 3504 Serre Kunda, The Gambia
Ousman Dibba	The Gambia	Director of Price & Government Finance	Gambia Bureau of Statistics Kanifing Institutional Layout

Report of the GDDS Management Module Final Workshop

NAME	Country	DESIGNATION	PHYSICAL ADDRESS
Malang Keita	The Gambia	Director of National Accounts	Gambia Bureau of Statistics Kanifing Institutional Layout
Tamsir Cham	The Gambia	Director EMPU Ministry of Finance	Gambia Bureau of Statistics Kanifing Institutional Layout
Alieu S.M. Ndow	The Gambia	Statistician General	Gambia Bureau of Statistics Kanifing Institutional Layout
Ali D Ceesay	The Gambia	Director of Support Services	Gambia Bureau of Statistics Kanifing Institutional Layout
Abdoulie Gaye	The Gambia	Cartography / GIS	Gambia Bureau of Statistics Kanifing Institutional Layout, P o. Box 3504 Serre Kunda, The Gambia
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Abdou Touray	The Gambia	Director General	National Planning Commission
Juldeh Ceesay	The Gambia	Director Research	National Planning Commission
Mariama Khan	The Gambia		Ministry of Finance

Annex D Data Quality Assessment Framework

D.1 Generic DQAF

Data Quality Assessment Framework-Generic Framework (July 2003 Framework)

Quality Dimensions	Elements	Indicators
<p>0. Prerequisites of quality</p>	<p>0.1 Legal and institutional environment—<i>The environment is supportive of statistics.</i></p> <p>0.2 Resources—<i>Resources are commensurate with needs of statistical programs.</i></p> <p>0.3 Relevance—<i>Statistics cover relevant information on the subject field.</i></p> <p>0.4 Other quality management—<i>Quality is a cornerstone of statistical work.</i></p>	<p>0.1.1 The responsibility for collecting, processing, and disseminating the statistics is clearly specified.</p> <p>0.1.2 Data sharing and coordination among data-producing agencies are adequate.</p> <p>0.1.3 Individual reporters' data are to be kept confidential and used for statistical purposes only.</p> <p>0.1.4 Statistical reporting is ensured through legal mandate and/or measures to encourage response.</p> <p>0.2.1 Staff, facilities, computing resources, and financing are commensurate with statistical programs.</p> <p>0.2.2 Measures to ensure efficient use of resources are implemented.</p> <p>0.3.1 The relevance and practical utility of existing statistics in meeting users' needs are monitored.</p> <p>0.4.1 Processes are in place to focus on quality.</p> <p>0.4.2 Processes are in place to monitor the quality of the statistical program.</p> <p>0.4.3 Processes are in place to deal with quality considerations in planning the statistical program.</p>
<p>1. Assurances of integrity</p> <p><i>The principle of objectivity in the collection, processing, and dissemination of statistics is firmly adhered to.</i></p>	<p>1.1 Professionalism—<i>Statistical policies and practices are guided by professional principles.</i></p> <p>1.2 Transparency—<i>Statistical policies and practices are transparent.</i></p>	<p>1.1.1 Statistics are produced on an impartial basis.</p> <p>1.1.2 Choices of sources and statistical techniques as well as decisions about dissemination are informed solely by statistical considerations.</p> <p>1.1.3 The appropriate statistical entity is entitled to comment on erroneous interpretation and misuse of statistics.</p> <p>1.2.1 The terms and conditions under which statistics are collected, processed, and disseminated are available to the public.</p> <p>1.2.2 Internal governmental access to statistics prior to their release is publicly identified.</p> <p>1.2.3 Products of statistical agencies/units are clearly identified as such.</p> <p>1.2.4 Advanced notice is given of major changes in methodology, source data, and statistical</p>

		<p>techniques.</p> <p>1.3.1 Guidelines for staff behavior are in place and are well known to the staff.</p>
<p>2. Methodological soundness</p> <p><i>The methodological basis for the statistics follows internationally accepted standards, guidelines, or good practices.</i></p>	<p>1.3 Ethical standards—<i>Policies and practices are guided by ethical standards.</i></p> <p>2.1 Concepts and definitions—<i>Concepts and definitions used are in accord with internationally accepted statistical frameworks.</i></p> <p>2.2 Scope—<i>The scope is in accord with internationally accepted standards, guidelines, or good practices.</i></p> <p>2.3 Classification/sectorization—<i>Classification and sectorization systems are in accord with internationally accepted standards, guidelines, or good practices.</i></p> <p>2.4 Basis for recording—<i>Flows and stocks are valued and recorded according to internationally accepted standards, guidelines, or good practices.</i></p>	<p>2.1.1 The overall structure in terms of concepts and definitions follows internationally accepted standards, guidelines, or good practices.</p> <p>2.2.1 The scope is broadly consistent with internationally accepted standards, guidelines, or good practices.</p> <p>2.3.1 Classification/sectorization systems used are broadly consistent with internationally accepted standards, guidelines, or good practices.</p> <p>2.4.1 Market prices are used to value flows and stocks. 2.4.2 Recording is done on an accrual basis. 2.4.3 Grossing/netting procedures are broadly consistent with internationally accepted standards, guidelines, or good practices.</p>
<p>3. Accuracy and reliability</p> <p><i>Source data and statistical techniques are sound and statistical outputs sufficiently portray reality.</i></p>	<p>3.1 Source data—<i>Source data available provide an adequate basis to compile statistics.</i></p> <p>3.2 Assessment of source data—<i>Source data are regularly assessed.</i></p> <p>3.3 Statistical techniques—<i>Statistical techniques employed conform to sound statistical procedures.</i></p> <p>3.4 Assessment and validation of</p>	<p>3.1.1 Source data are obtained from comprehensive data collection programs that take into account country-specific conditions. 3.1.2 Source data reasonably approximate the definitions, scope, classifications, valuation, and time of recording required. 3.1.3 Source data are timely.</p> <p>3.2.1 Source data-including censuses, sample surveys and administrative records-are routinely assessed, e.g., for coverage, sample error, response error, and non-sampling error; the results of the assessments are monitored and made available to guide statistical processes.</p> <p>3.3.1 Data compilation employs sound statistical techniques to deal with data sources. 3.3.2 Other statistical procedures (e.g., data adjustments and transformations, and statistical analysis) employ sound statistical techniques.</p> <p>3.4.1 Intermediate results are validated against other information where applicable. 3.4.2 Statistical discrepancies in intermediate data are assessed and investigated.</p>

	<p>intermediate data and statistical outputs—<i>Intermediate results and statistical outputs are regularly assessed and validated.</i></p> <p>3.5 Revision studies—<i>Revisions, as a gauge of reliability, are tracked and mined for the information they may provide.</i></p>	<p>3.4.3 Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated.</p> <p>3.5.1 Studies and analyses of revisions are carried out routinely and used internally to inform statistical processes (see also 4.3.3).</p>
<p>4. Serviceability</p> <p><i>Statistics, with adequate periodicity and timeliness, are consistent and follow a predictable revisions policy.</i></p>	<p>4.1 Periodicity and timeliness—<i>Periodicity and timeliness follow internationally accepted dissemination standards.</i></p> <p>4.2 Consistency—<i>Statistics are consistent within the dataset, over time, and with major datasets.</i></p> <p>4.3 Revision policy and practice—<i>Data revisions follow a regular and publicized procedure.</i></p>	<p>4.1.1 Periodicity follows dissemination standards. 4.1.2 Timeliness follows dissemination standards.</p> <p>4.2.1 Statistics are consistent within the dataset. 4.2.2 Statistics are consistent or reconcilable over a reasonable period of time. 4.2.3 Statistics are consistent or reconcilable with those obtained through other data sources and/or statistical frameworks.</p> <p>4.3.1 Revisions follow a regular and transparent schedule. 4.3.2 Preliminary and/or revised data are clearly identified. 4.3.3 Studies and analyses of revisions are made public (see also 3.5.1).</p>
<p>5. Accessibility</p> <p><i>Data and metadata are easily available and assistance to users is adequate.</i></p>	<p>5.1 Data accessibility—<i>Statistics are presented in a clear and understandable manner, forms of dissemination are adequate, and statistics are made available on an impartial basis.</i></p> <p>5.2 Metadata accessibility—<i>Up-to-date and pertinent metadata are made available.</i></p> <p>5.3 Assistance to users—<i>Prompt and knowledgeable support service is available.</i></p>	<p>5.1.1 Statistics are presented in a way that facilitates proper interpretation and meaningful comparisons (layout and clarity of text, tables, and charts). 5.1.2 Dissemination media and format are adequate. 5.1.3 Statistics are released on a pre-announced schedule. 5.1.4 Statistics are made available to all users at the same time. 5.1.5 Statistics not routinely disseminated are made available upon request.</p> <p>5.2.1 Documentation on concepts, scope, classifications, basis of recording, data sources, and statistical techniques is available, and differences from internationally accepted standards, guidelines, or good practices are annotated. 5.2.2 Levels of detail are adapted to the needs of the intended audience.</p> <p>5.3.1 Contact points for each subject field are publicized. 5.3.2 Catalogues of publications, documents, and other services, including information on any charges, are widely available.</p>

D.2 DQAF Example

EXAMPLE OF A DQAF FOR A DEVELOPING COUNTRY – TRADE STATISTICS August 2003 (Anonymised)

Scope and content of statistical topic/interview	
Current and future processing systems and publication issues.	
DQAF element	Assessment
0 Prerequisites of Quality	
0.1 The legal and institutional environment is supportive The responsibility for collecting, processing and disseminating statistics is clearly specified Data sharing and coordination among data producing agencies are adequate Respondents' data are to be kept confidential and used for statistical purposes only Statistical reporting is ensured through legal mandate	O
0.2 Resources are commensurate with statistical programme Staff, financial, and computing resources are commensurate with statistical programs of the agency Measures to ensure efficient use of resources are implemented	LNO
0.3 Quality awareness is cornerstone of work Processes are in place to focus on quality Processes are in place to monitor the quality of the collection, processing and dissemination of statistics Processes are in place to deal with quality considerations including tradeoffs within quality, and to guide planning for existing and emerging needs	LNO
Comments/recommendations	
0.1 Customs entry form is compulsory for all imports and exports. The new statistics Law provides NSO access to administrative data. There have been no problems with data sharing, but Customs have not been very cooperative over data quality issues. A positive policy on confidentiality is applied – i.e. detailed HS codes are not released without first checking that it does not breach the NSO confidentiality guidelines.	
0.2 So far only temporary data entry staff have been used by the NSO. There are no permanent staff currently allocated to compiling and publishing the statistics.	
0.3 Cross checks between Customs and NSO data suggest errors in the Customs data on both quantity and value. The quality of data entry by the NSO is judged to be good.	

1 Integrity	Assessment
1.1 Policies and practices are guided by professional principles Statistics are compiled on an impartial basis Choices of sources and statistical techniques are informed solely by statistical considerations The statistical agency is entitled to comment on erroneous interpretation and misuse of statistics	LNO
1.2 Policies and practices are transparent The terms and conditions under which statistics are collected, processed, and disseminated are available to the public Internal government access to statistic prior to their release is publicly identified Products of statistical agencies/units are clearly identified as such Advance notice is given of major changes in methodology, source data, and statistical techniques	LO
1.3 Policies and practices are guided by ethical standards. Guidelines for staff behaviour are in place and are well known to the staff	O
Comments/recommendations	
1.1 The figures are as recorded by Customs with only obvious errors corrected. No attempt is made to estimate the true totals where goods are thought to be under-valued (e.g. rice imports).	
1.2 Brief details of methodology are given in the annual publications.	
1.3 Yes.	

2 Methodological soundness	Assessment
2.1 Concepts and definitions follow international frameworks.	LO
2.2 Scope is in accord with international standards or good practice	LO
2.3 Classification systems are in accord with international standards	LO
2.4 Transactions and stocks are valued in accord with international standards or good practice. Market prices are used to value flows and stocks	LO
Comments/recommendations	
2.1 The general trade system is followed i.e. date of entry to the country and excluding movements into and out of bonded warehouses.	
2.2 Imports by the UN are included, but should be excluded as these are regarded as non-residents . Oil exported from the disputed area is excluded. The future consistent treatment of this in Trade, national accounts and BoP needs to be resolved.	
2.3 An version of HS is used. This will be replaced by the full 6 digit HS from 6 September.	
2.4 Imports are valued as "Value for Duty" which is in practice the same as CIF. Exports are valued FOB.	

3 Accuracy and reliability	Assessment
3.1 Source data are adequate to compile the series Source data are collected from comprehensive data collection programs that take into account country-specific conditions Source data reasonably approximate the definitions, scope, classifications, etc. required Source data are timely	O
3.2 Statistical techniques conform to sound practice Data compilation employs sound statistical techniques Other statistical procedures (e.g. data adjustments and transformations, and statistical analysis) employ sound statistical techniques	N/a
3.3 Source data are assessed and validated. Source data – including censuses, sample surveys and administrative records – are routinely assessed, e.g. for coverage, sample error, response error, and sampling error; the results of the assessment are monitored and made available to guide planning	LO
3.4 Intermediate results are assessed and validated Main intermediate data are validated against other information where applicable Statistical discrepancies intermediate data are assessed and investigated Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated	LO
3.5 Revisions are tracked. Studies and analyses of revisions are carried out routinely and used to inform statistical processes	None yet
Comments/recommendations	
3.1 The source data are the Customs entries. These are being entered by NSO staff because the Customs computer system did until recently record the detailed HS entries on each warrant form. From March 2003 the Customs ACCESS system does this and the data entry function needs to be reconsidered (Statistics were just finishing the March data at the time of the interview). 3.2 No statistical techniques currently in use. 3.3 This work is currently undertaken by the Statistics Advisor only. 3.4 As above. 3.5 Revisions will be flagged in future publications.	

4 Serviceability		Assessment
4.1 Statistics cover relevant information on the subject. The relevance and practical utility of existing statistics in meeting users' needs are monitored		LO
4.2 Timeliness and periodicity follow dissemination standards		NO
4.3 Statistics are consistent within the data set and over time Statistics are consistent within a dataset (e.g. accounting identities are observed) Statistics are consistent or reconcilable over a reasonable period of time Statistics are consistent or reconcilable with those obtained through other data sources and/or statistical frameworks		NO
4.4 Data revisions follow regular, publicised procedures Revisions follow a regular, well-established and transparent schedule Preliminary data are clearly identified Studies and analyses of revisions are made public		None yet
Comments/recommendations		
<p>4.1 Data so far only published at the one digit chapter heading of HS. More detail plus a Broad Economic Classification may be needed for the future. The policy on confidentiality (see 0.1) will cause problems for the future. Customs and Statistics need to consider moving to a policy of passive confidentiality as practiced in Australia and NZ (data are only suppressed if traders object and can show that they are the only or major importer/exporter).</p> <p>4.2 Only annual data have so far been released for 2001 and for 2002; with a considerable lag.</p> <p>4.3 Consistent data are not available before January 2001.</p> <p>4.4 Revisions will be flagged in future publications.</p>		

5 Accessibility		Assessment
5.1 Presentation is clear and data is readily available Statistics are presented in a way that facilitates proper interpretation and meaningful comparisons Dissemination media and formats are adequate Statistics are released on a pre-announced schedule Statistics are made available to all users at the same time Non-published (but non-confidential) sub-aggregates are made available upon request		LNO
5.2 Up-to-date pertinent metadata are available Documentation on methodology, sources and statistical techniques is available, and differences from internationally accepted standards, guidelines or good practices are annotated Levels of detail are adapted to the needs of the intended audience		LO
5.3 Prompt and knowledgeable support is available. Contact person for the subject field is publicized Catalogues of publications, documents, and other services, including information on any charges, are widely available		LO
Comments/recommendations		
<p>5.1. See comments under 4.1 and 4.2. It would also be useful to have a time-series of data in summary form. There is no schedule for regular data release.</p> <p>5.2 A more extensive description of methods is required for the future.</p> <p>5.3 Advice is available, but only from the external advisor.</p>		

TA/Training needs and concluding comments

TA/training needs

- Already in hand via an external advisor for 5 months. However the team of staff to be trained have yet to be identified.

Other issues raised at the interview

- The lack of quality among existing staff of the office and hence the difficulty of building a team for trade statistics.
- The possibility of delays in the ASYCUDA project at Customs and the consequences for Statistics. Should they continue with data entry or switch to using the expanded pre-ASYCUDA data available from Customs from March 2003 onwards.
- The desirability of publishing a quarterly trade statistics bulletin with time-series data.

Annex E Participant Evaluation forms

E.1 Forms completed by workshop participants

E.1.1 Participant Evaluation

Closing workshop of the Module on the Management of Statistical Systems
GDDS 2
The Gambia, 24-29 May, 2009

Please take a moment to complete these questions. Your answers will be used to assess the usefulness of the workshop and will guide future work on the project.

Thank you very much!

I attended the workshop as
(Please check one)

As manager or supervisor ()
As a compiler ()
As an observer ()

Please write a rating number in the space provided at the end of each statement

1 = I totally disagree (most negative)
2 = I mostly disagree
3 = I am neutral
4 = I mostly agree
5 = I strongly agree (most positive)

na = Not applicable to me

Section A: My views on the GDDS II Project for me personally.

1. Overall, participating in **the GDDS II** was useful for me personally ()

I have been involved in: (Y or N)

a. the launch workshop; (...)
b. the expert mission 1 (...)
c. the expert mission 2 (...)
d. the expert mission 3.....(....)

2. It was of interest to work with the experts, in order to learn more about this topic. ()

3. It was of interest to work with the experts, in order to learn to change the way we work ()

Report of the GDDS Management Module Final Workshop

4. We had **sufficient time in this project** to make progress in our work ()
5. The GDDS II Project was **well organized**
- **travelling** ()
 - **meetings** ()
 - transfer of knowledge and information ()

Section B: My views on the GDDS II for my office and country

6. Overall, the GDDS II project **was valuable** for my office/country ()
7. What we needed to know is now clear for our team ()
8. This GDDS II modular way of working is a good way to improve statistics in our country ()
9. This GDDS II project was able to address our statistical **information needs** ()
10. The consultants did a good job (....).
11. I give the World Bank Project GDDS Management Team the following number for their work: (---)
12. When there would be next GDDS project I would like to participate again ().

Section C: My write-in comments:

1. Can you describe what experience was for YOU most important in this GDDS II project.

.....

.....

.....

2. Can you describe what was for You of the least importance of this GDDS II Project.

.....

.....

3. Can you write a remark that you think is important for the WB staff to know about this GDDS II project. For if there is any future work on GDDS.

E.1.2 Participant Evaluation

Closing workshop of the Module on the Management of Statistical Systems
GDDS 2
The Gambia, 24-29 May, 2009

Please take a moment to complete these questions. Your answers will be used to assess the usefulness of the workshop and will guide future work on the project.

Thank you very much!

I attended the workshop as

(Please check one)

As manager or supervisor ()

As a compiler ()

As an observer ()

Please write a rating number in the space provided at the end of each statement

1 = I totally disagree (most negative)

2 = I mostly disagree

3 = I am neutral

4 = I mostly agree

5 = I strongly agree (most positive)

na = Not applicable to me

Section A: My views on the workshop in general

1. Overall, **attending the workshop** was useful for me ()
2. It was of interest to listen to the **presentations** by the experts .. ()
3. The **discussions with colleagues** from other countries were useful ()
4. We had **sufficient time** to discuss the important issues ()
6. The workshop was **well organized** ()
7. The food was good ()

Section B: My views on the training course

8. Overall, the training **will be valuable** for my country ()
9. What I need to know was clearly explained ()
10. This training is a good way to know how to do this in practice ()
11. This training will **fit my needs** ()

Section C: My write-in comments:

1. Can you describe what experience was for YOU the most important in this training.

2. Can you describe what was for You the least of importance of this training.

3. Can you write a remark that you think is important for us to know.
