

GENERAL DATA DISSEMINATION SYSTEM, (GDDS PHASE 2)
MANAGEMENT OF THE NATIONAL STATISTICAL SYSTEMS
MODULE (CONTRACT N°7146957): T1 MAY 2008 MISSION

THE GAMBIA

Technical Assistance to the Gambia NSS with regards to NSS Coordination,
Training and Capacity Building, and Budget and Funds

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Preface/Acknowledgements

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Abbreviations

APA	Annual Performance Agreement
BOP	Balance of Payments
CBG	Central Bank of The Gambia
CPI	Consumer Price Index
CSD	Central Statistics Department
DOS	Department Of State
DOSFEA	Department of State for finance and Economic Affairs
DOSH	Department Of State for Health and Social welfare
DQAF	Data Quality Assessment Framework
DSG/GBOS	Deputy Statistician General of the Gambia Bureau of Statistics
EA	Enumeration Area
EMIS	Education Management Information System
GBOS	Gambia Bureau of Statistics
GCC	Gambia Chamber of Commerce
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GIPFZA	Gambia Investment Promotion and Free Zone Agency
GIS	Geographic Information System
GRA	Gambia Revenue Authority
GTA	Gambia Tourism Authority
GTG	Government of The Gambia
HIS	Integrated Household Survey
HMIS	Health Management Information System
ICT	Information and Communication Technology
IMF	International monetary Fund
MDG	Millennium Development Goals

General Data Dissemination System – Phase 2 – T1 - The Gambia

MICS	Multiple Indicators Cluster Survey
MIS	Management Information System
MOU	Memorandum of Understanding
NGO	Non-Government Organisation
NPC	National Planning Commission
NSC	National Statistics Council
NSDS	National Strategy for Development of Statistics
NSS	National Statistical System
PRSP	Poverty Reduction Strategy Paper
PS	Permanent Secretary
RSS	Royal Statistics Society
SG/GBOS	Statistician General of the Gambia Bureau of Statistics
TA	Technical Assistance
TIN	Tax Identification Number
TOR	Terms of Reference
UK	United Kingdom
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNV	United Nations Volunteer

1 Introduction

The consultant Mr. Philippe Gafishi, arrived in Banjul on the 29th of April 2008 to facilitate the work on The Gambia General Data Dissemination System – Phase II (GDDS2), and departed on the 20th of May 2008.

This technical assistance mission was provided by The World Bank and is related to the management of statistical systems module. The GDDS is a joint IMF / World Bank project with the objective of improving data quality and data dissemination. The Gambia is one of the Anglophone Africa countries group benefiting from GDDS2 facilities. This mission constitutes the first round mission (Timing T1) out of three missions planned for the GDDS2 country work-programme in The Gambia as identified in the GDDS2 Module launch workshop on the Management of statistical systems in Windhoek, Namibia in April 2007.

On arrival in The Gambia the consultant held briefing meeting with Mr Alieu Ndow, Statistician General (SG) together with Mr Alieu Sarr, Deputy Statistician General and GDDS Coordinator. During this briefing meeting, a list of key stakeholders of the National Statistical System (NSS) to be met by the consultant was prepared. The list of key stakeholders is presented in Annex C.

During the mission period, the consultant met with the identified key stakeholders of the NSS of The Gambia and held bilateral discussions around the development, governance and coordination of the NSS, training and capacity building needs in the NSS, and budget and funding situation of the NSS as indicated in the mission's TOR. The list of persons met is presented in Annex E.

At the end of the mission, the consultant prepared a draft report and discussed it with the Gambia Bureau of Statistics (GBOS) authorities at a debriefing meeting. The meeting was attended by the GBOS Statistician General, GBOS Deputy Statistician General and GDDS Coordinator, and the Director of Coordination and methods at GBOS. The observations and comments raised were included in the final draft report and send back to GBOS authorities for final comments. The draft report is presented in Annex A.

2 Mission objectives

The main objectives for this mission were:

- (i) to discuss and prepare a proposal for the development, governance and coordination of the NSS, building on the proposals and strategies contained in the existing NSDS (80% of mission time);
- (ii) to list training and capacity building needs in the NSS based on the key priority action points identified in (i) – (15% of mission time);
- (iii) to discuss the budget and funds situation for the NSS (5% of mission time).

The Terms of Reference detailed the specific activities and deliverables for this mission. The breakdown of the mission activities and deliverables with an indication of successful completion or not is shown below in 1.3 and 1.4.

3 Specific Activities according to the ToR

ACTIVITY	SUCCESSFULLY COMPLETED
Identify the relevant institutions and units within the NSS and their functions	Yes, the relevant statistical producer as well as user institutions were identified in a meeting with the Statistician General and the Deputy Statistician General and Coordinator of GDDS2. The list is attached in Annex B.
Hold bilateral meetings with the most important stakeholders on the organization and coordination of the NSS	Yes. A schedule has been elaborated and most of important stakeholders were met based on the identified institutions list; including producers and users. The list of people and institutions met is in Annex C.
Identify priorities for NSS development within the NSDS strategy and make recommendations for the development, governance and coordination of the NSS	Yes. Priorities were identified through discussions with key stakeholders on how to improve the development, governance and coordination of the NSS. Nine (9) key action points are listed below – as key recommendations.
List of training needs in the NSS and questions for capacity building based on the key action points	Yes. Information on key training and capacity building needs were collected during the discussions with key stakeholders. Some have not yet been sent to the team. GBOS should collect this information and compile it for the next mission on the elaboration of the training policy.
Discuss the budget and funding situation of the NSS	Yes. Discussions were done with the DOSFEA authorities on the NSS budget situation as well as with some development partners on funding strategies of the NSDS.

4 Expected outputs (deliverables) according to the ToR

DELIVERABLE	SUCCESSFULLY COMPLETED
Country Mission Report for The Gambia own file	Yes, see Annex A
List of Institutions / units in the NSS and their descriptions	Yes. The list is attached in Annex C
A description of the agenda and meetings held with stakeholders	Yes. The schedule is attached in Annex C
Overview of short memos drafted	Yes. Short memos have been taken while discussing with stakeholders
A Draft Memorandum of Understanding between the relevant statistical government units that work together	Yes. See Annex B
Short list of Recommendations given	Yes. See Conclusions and recommendations
3-page strategy listing few that 10 action points with an output, risk analysis, preconditions, timeliness, actions and resource needs	Yes. See Annex A – 2 - Key Priority Action Points
Reporting of tables on training and capacity building	Yes. See Annex A – 2.2

DELIVERABLE	SUCCESSFULLY COMPLETED
Reporting on the topic discussed on the budget and funding of the NSS	Yes. See Annex A – 2.3
Mission report	Yes. This report constitutes the mission report

5 DQAF relevance

In 2005 the staff team of the IMF has conducted a “*Report on the Observance of Standards and Codes - Data Module, Response by the Authorities, and Detailed Assessments Using the Data Quality Assessment Framework*” in The Gambia. The DQAF relevance of the macroeconomic statistics is described by the report as shown in the table below.

Table 5.1 The Gambia: IMF Data Quality Assessment Framework – Summary results

Key to symbols: O = Practice Observed; LO = Practice Largely Observed; LNO = Practice Largely Not Observed; NO = Practice Not Observed; NA = Not Applicable					
Dimensions/Elements	Datasets	National Accounts	Government Finance Statistics	Monetary Statistics	Balance of Payments Statistics
0. Prerequisites of quality					
0.1 Legal and institutional environment		O	LO	O	LO
0.2 Resources		LNO	LNO	LNO	LNO
0.3 Relevance		LNO	LNO	LNO	LNO
0.4 Other quality management		LNO	LNO	LNO	LNO
1. Assurances of integrity					
1.1 Professionalism		LO	LO	LO	LO
1.2 Transparency		LO	LNO	LO	LO
1.3 Ethical standards		LO	LO	O	O
2. Methodological soundness					
2.1 Concepts and definitions		LNO	LO	LO	LNO
2.2 Scope		LNO	LO	LO	LNO
2.3 Classification/sectorization		O	O	LO	LNO
2.4 Basis for recording		LO	O	LO	LO
3. Accuracy and reliability					
3.1 Source data		LNO	LNO	LNO	LNO
3.2 Assessment of source data		O	LO	LO	LNO
3.3 Statistical techniques		LNO	LO	O	LNO
3.4 Assessment and validation of intermediate data and statistical outputs		LO	LNO	LO	LO
3.5 Revision studies		NO	NO	LNO	NO
4. Serviceability					
4.1 Periodicity and timeliness		O	LNO	LO	LO
4.2 Consistency		O	LO	LO	LO
4.3 Revision policy and practice		LO	LNO	LO	LNO
5. Accessibility					
5.1 Data accessibility		LNO	LNO	LO	LNO
5.2 Metadata accessibility		LNO	LNO	LNO	LNO
5.3 Assistance to users		LNO	LNO	LO	LNO

Practice observed: current practices generally meet or achieve the objectives of DQAF internationally accepted statistical practices without any significant deficiencies. Practice largely observed: some departures, but these are not seen as sufficient to raise doubts about the authorities' ability to observe the DQAF practices. Practice largely not observed: significant departures and the authorities will need to take significant action to achieve observance. Practice not observed: most DQAF practices are not met. Not applicable: used only exceptionally when statistical practices do not apply to a country's circumstances

Source: IMF Report on the Observance of Standards and Codes - Data Module, Response by the Authorities, and Detailed Assessments Using the Data Quality Assessment Framework.

In 2007 the statistical capacity of The Gambia is lower than average of all countries for all aggregated indicators (statistical practice, data collection, indicator availability, and overall capacity) as shown below by the World Bank Statistical Capacity Indicators measurements.

General Data Dissemination System – Phase 2 – T1 - The Gambia

2007 Statistical Capacity Indicator (on a scale of 0-100)		
Indicator	Gambia, The	All Countries**
Overall	52	66
Statistical Practice	40	59
Data Collection	50	60
Indicator Availability	65	79

Statistical Practice (2007)	Status	Value	Weight	Score
National accounts base year	Base year older than 10 years	0	10	0
Balance of payments manual in use	Using BPM5	1	10	10
External debt reporting status	Actual or preliminary	1	10	10
Consumer price index base year	Base year older than 10 years	0	10	0
Industrial production index	Not available monthly/quarterly	0	10	0
Import and export price indexes	Not available monthly/quarterly	0	10	0
Government finance accounting	Accounts not consolidated	0	10	0
UNESCO reporting	At least 3 times in last 4 years	1	10	10
National immunization coverage	Consistent with WHO/UNICEF	1	10	10
Special Data Dissemination Standard	Does not subscribe	0	10	0
TOTAL Statistical Practice (All Countries=59)				40

Data Collection (2007)	Status	Value	Weight	Score
Population census	Periodicity of 10 years or less	1	20	20
Agricultural census	Periodicity of 10 years or less	1	20	20
Poverty survey	Periodicity longer than 5 years	0	20	0
Health survey	Periodicity between 3 and 5 years	0.5	20	10
Vital registration system coverage	Incomplete	0	20	0
TOTAL Data Collection (All Countries=60)				50

Indicator Availability (2007)	Status	Value	Weight	Score
Income poverty	Periodicity longer than 5 years	0.3	10	3.3
Child malnutrition	Periodicity between 3 and 5 years	0.7	10	6.7
Child mortality	National/international estimate is available for reference years	1	10	10
Immunization	Periodicity of 1 year	1	10	10
HIV/AIDS	National/international estimate is available for reference years	1	10	10
Maternal health	Periodicity longer than 5 years	0.3	10	3.3
Gender equality	Indicator observed for at least 3 out of 5 latest years	0.7	10	6.7
Primary completion	Not available	0	10	0
Access to water	Indicator observed for 1 out of 6 latest years	0.5	10	5
Per capita GDP growth	Periodicity of 1 year	1	10	10
TOTAL Indicator Availability (All Countries=79)				65

Source: The World Bank Statistical capacity indicators website.

6 Observations

The observations arising from the stakeholders' bilateral discussions are that the Government of The Gambia has supported the legal and institutional reform process of the Gambia NSS since

2005 by adopting the New Statistics Act governing the NSS and by establishing the Gambia Bureau of Statistics as the official coordinating agency of the NSS which replaced the former Central Statistics Department. However, a number of critical weaknesses have been raised:

- ✓ There is a poor or no coordination of the Gambia National Statistical System and uncoordinated data sharing as the GBOS does not yet have capacity to do so. Data are being shared using personal relationships between individual GBOS staff and other stakeholders. No formal mechanism are set for data sharing within the NSS and this can result in confusion and inconsistent data;
- ✓ There is low awareness and little visibility of the NSS in The Gambia as data analysis and dissemination is a serious weakness of the system;
- ✓ There is low capacity in the NSS in The Gambia – there is a serious shortage of qualified or suitably trained statistician staff in the entire Gambia NSS and there is no statistical training school in The Gambia which could help to solve the problem;
- ✓ There are weak systems of data collection, data analysis and data dissemination in most institutions or sectors which causes inability to report progress on the PRSP indicators, MDGs and other sectoral development policies;
- ✓ While the Gambia NSS has developed a new NSDS, it is experiencing problems in securing predictable funding. The available funding is not harmonised around the NSDS priorities and is provided on ad-hoc basis;

A better and successful coordination of The Gambia NSS is subject to:

- ✓ results-based governance, leadership and management within all the producing statistical units.
- ✓ an appropriate training and capacity building programme, and better motivation of its staff.
- ✓ More development of statistical infrastructure such as common sampling frames, common business register, a compendium of statistical standards, and a framework for data quality assessment.
- ✓ a dissemination and coordination strategy based on clear data production and data sharing arrangements the Memorandum of Agreement.
- ✓ a secure and sustainable funding environment – from the Government of The Gambia as well as from Development Partners.

7 Conclusions and Recommendations

The recommendations arising from the stakeholders' bilateral discussions can be summarised as follows..

7.1 General recommendations

1. Develop stronger performance-based governance and results-based management of the Gambia NSS by drawing the current weaknesses of the system and the consequent information gaps to the attention of the Government and donor partners.

2. Create a NSS Technical Coordination Committee which should assure effective implementation of the prioritised work-programme of the NSS in a better coordinated way in consistency with the NSDS. This committee should report to the NSC and be chaired by GBOS.
3. Develop Memoranda of Understanding/Agreement for data sharing and data dissemination between NSS key producers and GBOS. Others may be needed between GBOS and key data users.
4. Finalise all outstanding analysis and reports from the 2003 Population Census and several other surveys completed and develop, maintain and update the GBOS website for better dissemination and access to available statistics.
5. Develop a common frame for household surveys and a full Business Register – this statistical infrastructure will facilitate easy comparison of indicators from different surveys based on common frames.
6. Develop a compendium of statistical classification, concepts and methodologies – this should contain descriptions of all metadata for published statistics to help users to better utilise the data series and indicators developed by different data producers and providers.
7. Develop administrative data collection systems – the NSS should develop procedures for using the large range of data collected by different administrative systems for planning and monitoring and evaluation of results.
8. Develop a training strategy based on a full training needs assessment of GBOS and the NSS as capacity development has been mentioned as the most urgent issue in the NSS development.
9. Donors should support the organisation of a specific Statistical Donor Round Table Conference around the NSDS to seek secure funding from donors in compliance with Paris Declaration principles and agree on measures to secure better sustainability.

7.2 Recommendations for use of the remaining technical assistance under GDDS Phase 2 in The Gambia

The remaining technical assistance under GDDS Phase 2 should be designed to assist the Gambia Bureau of Statistics and other NSS key stakeholders to work on the following:

- (i) Set up the NSS Technical Coordination Committee;
- (ii) Finalise the Memorandum of Understanding between the Central Bank of The Gambia and the Gambia Bureau of Statistics; and between GBOS and the Directorate of Planning for Education.
- (iii) Develop the training strategy for the Gambia NSS;
- (iv) Finalise the sampling frame for household surveys and business register;
- (v) Develop the education chapter of the Compendium as a pilot study;
- (vi) Develop further and adopt performance-based management for the NSS;

Annex A The Gambia Country Report

GDDS PHASE 2: MANAGEMENT OF STATISTICAL SYSTEMS MODULE

**Provision of Technical Assistance to the NSS with regards to NSS
Coordination, Training and Capacity Building, and Budget and Funds**

- T1 -

A.1 Introduction: Management of the Gambia NSS

Legal and Institutional environment of the Gambia NSS

The Gambia NSS is governed by the Statistical Act 2005 which provides for a sustainable, effective and efficient national statistical system for the collection, production and dissemination of integrated, relevant, reliable and timely statistical information. This Statistical Act establishes the Gambia Bureau of Statistics as a supervisory authority for the national statistical system which replaces the former Central Statistics Department.

The departmental statistical units are placed in the Departments of Planning within the sectoral Departments of State (DOS) such as the DOS for Education, the DOS for Health, and the DOS for Agriculture. These units have almost no qualified statistician staff, they suffer from poor conditions of service (lower salaries than GBOS) have limited equipment and infrastructure and do not work within performance based management system.

National strategy for the development of statistics

In November 2007, The Gambia developed its “*Strategic plan for the development of statistics in The Gambia*” which covered the period 2008-2011 in order to support the monitoring of the second generation of PRSP (2007-2011) and MDGs. The strategy was presented to the PRSP2 Donor Round Table Conference in January 2008 along with other sectoral strategies. The elaboration of the strategy was financed by the World Bank Trust Fund and was built along five strategic pillars:

- ✓ Managing and building human capacity development in GBOS and throughout the Gambia NSS;
- ✓ Improving economic statistics for a better monitoring of programme implementation towards sustainable economic growth;
- ✓ Improving social and demographic statistics for monitoring the impact of social service delivery programs and projects on the Gambia population, especially on the poor;
- ✓ Developing strong coordination and dissemination systems to improve quality of and users’ accessibility to statistical information; and
- ✓ Improving management information systems (MIS) to improve accessibility to statistical information from sectoral departments.

This strategy was an update of the 2004 Statistical Master Plan. The main achievements of the previous plan were the adoption of the new Statistics Act; the establishment of the Gambia Bureau of Statistics; the implementation of the Economic Census and the Integrated Household Survey in order to provide data for the first PRSP evaluation.

The NSS and the Gambia Bureau of Statistics Governance and Management

The new Statistics Act established in its Article 5, the National Statistics Council (NSC) comprising seven (7) members with the mandate of managing the policy and strategic affairs of the Gambia Bureau of Statistics. By April 2008 the NSC had so far only appointed the senior staff of GBOS, although GBOS was created in 2006. This delay has affected GBOS activities and has caused the departure of a number of the former CSD qualified staff from GBOS. The adoption of the strategic plan’s proposals for of the GBOS management and conditions of service is urgently required in order to place the Bureau on a better footing for its continued sustainable development and staff retention.

The Statistics Act has also established the Conference for Official Statistics (Article 22) which is an annual forum of statistics producers and users to be organised annually. The Statistician-General is the Secretary General of the Conference. The Conference has so far not met since the Council and the Statistician-General of GBOS were appointed in 2006.

The Conference shall:

- ✓ adopt uniform standards, common definitions, and indicators for official statistics;
- ✓ agree on the periodic statistics and publications to be provided by the Bureau;
- ✓ adopt guidelines for ensuring the relevance of official statistics;
- ✓ advise the Bureau on any matter referred to the Conference for advice.

However, the new Statistics Act has not explicitly defined the composition of the National Statistics System. The composition of the Conference of Official Statistics will therefore define the composition of the NSS when it finally meets.

The new Statistics Act created the Gambia Bureau of Statistics (GBOS) – article 13 - as the principal autonomous body responsible for, among others:

- ✓ collecting and disseminating official statistics and improving the quality and relevance of national statistics; and maintaining the integrity and validity of national statistics;
- ✓ monitoring and coordinating the NSS and statistical policy across government;
- ✓ being the principal source of official statistics information and promoting standardisation in the collection, processing and dissemination of statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistics information;
- ✓ providing guidance, training and other assistance as may be required to other users and providers of statistics;
- ✓ promoting cooperation, coordination and rationalisation among users and providers of statistics at national and local levels to avoid duplication of efforts;
- ✓ being the national focal point of cooperation with the statistics users and providers at regional and international levels;
- ✓ providing a central focal point for all users and providers at national level.

A.2 Key Priority Action Points

The following key priority Action Points were identified during the stakeholders' bilateral discussions for the strengthening of the Gambia NSS coordination, training and capacity building, and budget and funding.

Priority 1. NSS coordination

NSS infrastructure development

(i) Develop a Common Frame for Household Surveys and Business Register

There is no common frame for household surveys or a business register which is well organised and updated for use by The Gambia NSS. Development of registers will facilitate ease of comparison of indicators from different household surveys and from business surveys based on common frame or common register.

The former Central Statistics Department (CSD) conducted a census in 2003. One of the objectives of the census was to provide a sampling frame for future household surveys. The information which is for constructing the sampling frame (number of household by the lowest administrative entity, socio-economic characteristics of the population) was collected. However there is no common electronic file defined and designed for the "Sampling frame". It is recommended that this is maintained by one GBOS staff member to avoid any undesirable modification.

The common frame for household surveys should be drawn from the recent Population Census data by identifying all Enumeration Areas (EA) and their corresponding number of households and population.

Regarding the business register, several sources of different information on business enterprises have been identified. These include economic census data, the Gambian Chamber of Commerce (GCC) register, the Gambia Investment Promotion and Free Zone Agency (GIPFZA) register, the Gambia Revenue Authority (GRA) register and the Area Council for the information on small business. These information sources are not currently linked, updated or harmonised to form a "one-stop-shop" business register in The Gambia for business survey sampling. The registration of enterprises in the GCC directory is voluntary, and some necessary information is not collected – e.g. Number of employees, turnover, etc). The businesses registered by GIPFZA are those looking to access to government incentives and investment opportunities, while the GRA is a newly public institution which appears to be making good progress in identifying businesses for tax management purposes. All businesses dealing with GRA have a "Tax Identification Number (TIN)" which could be used to create and update a comprehensive formal business register.

The Common Business Register should be drawn from the 2004 Economic Census data combined with, and updated by, the Gambia Revenue Authority business database using the Tax Identification Number (TIN); together with the register from The Gambian Chamber of Commerce (GCC), the register from The Gambia Investment Promotion and Free Zone Agency (GIPFZA) and the information on small business available from the Area Council. Care should be taken to explicitly define formal sector establishments in compiling the register and to frequently update it to remove closed establishments and to add new ones.

GBOS should make sure that it well organises and updates all these frames through the Directorate of Coordination and Methods.

(ii) Develop a Compendium of Classifications, Concepts and Methodologies:

The compendium should contain descriptions of all the metadata necessary to use official statistics. Common classifications, concepts and methodologies will help users – including decision makers - and producers of statistics to compare, combine or easily use data from different institutions. Confusion will be avoided and data consistency will be much easier to achieve where all statistical producers in The Gambia are following common local classification adapted to international recommendations on classification systems.

Several users of statistics have complained for being confused with inconsistent figures for some indicators from different statistical producers – e.g. enrolment ratio at primary education – this may be caused by different denominators being used to calculate the indicator, and should be fully explained, and the source of the data specified. This adaptation of common classifications and concepts should be coordinated across the National Statistical System. This activity is a continuing process and should focus first of all on key sectors such as education, health and agriculture before it is extended progressively to other sectors.

A pilot compendium should start with the education sector where at least the Education Management Information System (EMIS) is functioning with the support of a World Bank project, but does not have yet a full documentation of metadata used to generate its indicators.

(iii) Develop administrative data collection systems and utilisation

Several public and private institutions collect a range of regular data for their own consumption. For example, the education sector collects data on the number of students, number of schools, number of teachers by qualification and gender, education expenditures, books and other education materials, school fees, etc, and produce annual abstract of education statistics. Most of this information is available at school level and can therefore be aggregated from the lower administrative area level up to the national level. A World Bank project is helping to collect these kinds of information and can be used as a model for other social sectors. However, Health Management Information System (HMIS) could also collect similar information if it is strengthened, but this sector is so weak in data collection and has no sustainable support or funding for this activity.

Other institutions like the Gambia Tourism Authority (GTA), GRA, GCC, GIPFZA, National Police, Immigration, etc., collect an enormous range of data. Because generating statistics was not the initial reason to set up the administrative data systems, there are often substantial difficulties in using the data for statistical purposes.

Nevertheless, the data generated by these administrative systems is potentially a powerful source of official statistics, which can replace surveys and provide regular and locally focussed statistics. The Gambia NSS must develop procedures for strengthening, and for using them for planning for and monitoring and evaluation of results. With so little capacity available this will require careful prioritisation.

The first step is to document possible sources of official statistics from management information sources, and to ask stakeholders to prioritise and decide on the first series which should be capacitated. This should be the first step in identifying capacity building partners and the key series.

NSS governance

(iv) Strong performance-based governance, leadership and management of the NSS:

Most of the NSS stakeholders have criticised the visibility of the NSS in general and of GBOS in particular. However, some stakeholders make little effort to find out what data is available at GBOS or in the NSS in general, even when they have been associated with the design of surveys.

The recommendation from the stakeholders' meeting was that the National Statistical Council and the GBOS authorities which constitute the governance body of the NSS should strongly contribute to improving the visibility of the NSS, publicise the existing official statistics and promote their dissemination and use widely.

Performance-based management in GBOS is one of the key solutions of promoting awareness, visibility of and confidence in good statistics products. This includes among others:

- (a). publicising the annual work-programme of the NSS using NSDS work plan ;*
- (b). Ensuring that work programme targets and publication dates are met and reporting on their progress on a regular basis via a regular statistics publication;*
- (c). publishing all available official statistics on the web;*
- (d). Improving the publications office and access to data and publications*
- (e). Consider requesting support from the International Household Survey network to improve data archiving and web access;*
- (f). Ensuring that the Council of Users meet as soon as possible.*

The GBOS is a new statutory body, and it needs to build up its credibility and improve its internal organisation. To do this it must fully implement its internal operating procedures and regulations. The entire GBOS staff should be trained in the procedures and learn the benefits of following them, and the risks arising from not adhering to the new regulations.

Internally the performance and image of GBOS could be improved in order to meet its targets by:

- (a). realistic Annual Performance Agreement (APA) for the NSS and its staff, but more importantly for GBOS and its staff as a coordinating body of the overall NSS;*
- (b). regular management meetings and staff meetings; and*
- (c). an annual evaluation review against agreed performance targets.*

(v) Creation of a National Statistical System Technical Coordination Committee:

The National Statistics Council is expected to meet every quarter and as often as it might be necessary (Statistics Act). Through the last two years, the Council has not met as often as expected and this has delayed the GBOS recruitment as well as the adoption of its working regulations including performance management. It was expected also that the Conference of Official Statistics should meet once a year to discuss and evaluate the NSS action plan but has not yet met so far. The problem raised was that the members of the

Council as well as those for the Conference are busy with their normal and regular work and do not have enough time for GBOS and NSS activities. It been recommended that a small technical coordination committee should be formed, which should meet as often as possible to solve the NSS technical issues in terms of coordination. In due course this would report to the Council.

This committee should play the role of ensuring effective implementation of the prioritised work-programme of the NSS. It should also conduct an annual evaluation of the NSS based on the prioritised annual work programme and performance targets in consistency with the NSDS. This committee should report directly to the National Statistics Council and be chaired by GBOS. It should comprise a limited number of key producers and users. It should meet at least every quarter and as frequently as required.

The proposed composition is as following: Directorates of Planning Education, Health and Agriculture, Directorate of Economic research of the Central Bank of The Gambia, Directorate of Budget - DOSFEA, Directorate of Research at The Gambia Revenue Authority (GRA), University of The Gambia, The Gambia Tourism Authority (GTA), The Gambia Chamber of Commerce (GCC) or The Gambia Investment Promotion and Free Zone Agency (GIPFZA), TANGO, UNDP, World Bank, European Union/European Commission.

NSS coordinated dissemination and full data sharing

(vi) Develop Memorandum of Understanding / Agreements

Agreements for data sharing and data dissemination between NSS key producers and between NSS key producers and users. These MOUs should clearly indicate respective obligations and responsibilities of each key player in the NSS with regards to data production, analysis, dissemination and data sharing. This should include agreement on sharing records level data across the NSS without contravening respondents' confidentiality in conformity with the Statistics Act. Sharing record level data will enable users to analyse survey data in many different ways following their own needs by linking data from different sources. A draft MOU is presented in Annex B.

(vii) Finalise all outstanding analysis and reports

Completing all reports and developing, maintaining and updating the GBOS website for easy dissemination and accessibility of statistics is a priority. The delay in producing and disseminating reports has been one area highly criticised by most of the stakeholders, especially when it comes to the set of the 2003 Population Census reports not yet available for users. However, GBOS has valuable sets of data which are little analysed and little known by users. These include the 2003 Population Census, 2004 Integrated Household Survey, 2004/2005 Economic Census, Multiple Indicators Cluster Survey (MICS), Consumer Price Index (CPI), Gross Domestic Product (GDP) estimates, External Trade statistics quarterly publication.

The former Central Statistics Department and now GBOS do not have enough qualified staff with analytical skills. Some of the 2003 Census themes analysis have been outsourced to local analysts, but this did not provide sufficient analytical capacity and only a few themes (3 or 4) are currently available (but not published) out of 14 identified themes.

Only the general reports have so far been published from a very large amount of information collected from the 2004 integrated household survey. Thematic reports should have addressed the sector strategic plans and different PRSP components more directly.

The 2004/2005 Economic census report is not yet published due to a problem with the way in which the records were organised for processing. This is now being addressed by the IMF GDDS2-National Accounts expert. This will help to produce new GDP benchmark and will form a basis for the Producer Price Index (PPI) as well as very good information for the business register.

In the short term, GBOS should organise workshops supervised by an expert to finalise at least the Census draft reports and make them available for users. In the long run, GBOS should recruit and train qualified staff and put in place appropriate and modern working arrangements which should lead to retain qualified staff (as mentioned in iv).

Developing the GBOS Website, and maintaining and keeping it updated are an immediate need and will have important positive effect on external perceptions of GBOS. Once the website is created, GBOS should increase its image by transferring to the website all publications. It is important that current survey datasets are transferred onto micro database with links to the website, but this should assure the confidentiality of individual data. Very important will be also to ensure data quality and to avoid time-lag and delay between finishing publication and getting it up on the website. This will certainly increase the visibility and the image of GBOS and the entire NSS. A full assessment of user will be important in order to much statistics products to user demand.

Priority 2. Training needs for GBOS and the NSS

Currently GBOS contains more junior and clerical staff than may be necessary for a modern statistics office. The GBOS staff currently comprises 60% non-professional staff. Only 5 staff members have university degrees with 4 of these staff holding a Post Graduate or a Master's degree. Only three Master's degrees are related to economics, social statistics, demography and social science, whilst the two post graduate degrees are related to computer science and developmental topics. All of these staff members have sound experience in General Statistics and one of them is academically qualified in National Accounts and has recently returned from training.

The remaining professional level staff hold Diplomas in Statistics or in Computer Science. It seems, from a detailed analysis, that most of the training undertaken at this level has been through specific short courses of one year or less and not accredited academic courses. Currently some of these professionals have been recruited and confirmed to hold a position of Senior or Principal Statistician in the GBOS.

The majority of the current GBOS acting staff has secondary school level ("O" level or less) educational qualifications.

The job requirements and competences for each post in the GBOS outlined the educational qualifications, work experience and personal competences required to qualify as a candidate for the post. If the assumption is that existing acting professional staff will be retained and transferred to the GBOS, then approximately 29 additional new graduates and professional staff will be needed to achieve the required staffing levels in the GBOS.

The shortage of qualified statisticians described above in GBOS is very similar, or perhaps slightly better, than the prevailing situation in the statistics units of the line departments of states.

Therefore, a comprehensive training programme is required in the GBOS and the NSS in order to supply personnel with a minimum competence in statistics, for GBOS and line Departments of State (DoS). The objective should be to raise staff skills in the collection and/or compilation of sectoral statistics. A thorough assessment of staffing needs in the NSS is required.

It must be emphasised that much of the data required for monitoring the implementation of development initiatives e.g. PRSP and Millennium Development Goals (MDGs) will come from the line Departments of State. This data will be crucial for monitoring inputs (delivery and use), process (procedures and operational mechanisms), outputs (intermediate results of activities) and intermediate outcomes (achievement and changes in status e.g. increase in income). Thus there is a serious need to train statistical personnel in these Departments.

The Strategic Plan for the Development of Statistics has indicated an urgent need for training for the NSS staff in order to meet the demand for qualified statistical personnel in all public institutions. Statistical training has been considered to be a major and ongoing activity of the NSS.

The following recommendations have been made by stakeholders in term of training:

(i) Develop a training policy based on a training needs assessment of GOBS and the entire NSS, once the recruitment of GBOS junior staff is completed. Capacity development was considered the most critical issue in the NSS and therefore is a high priority for support.

As indicated above, there is a general shortage of trained statistical personnel, at both the professional and middle levels, in The Gambia. Currently there are no institutions training statistical personnel at either professional level or sub-professional levels.

The GBOS has completed its second phase of recruitment of senior staff and will soon start recruiting junior professional staff. The new recruited staff together with the retained former CSD staff will need training to be able to fulfil their respective responsibilities.

Capacity building through training can be achieved by both organising in-country short training, and by specialised training abroad. The short term training in basic statistics has been successfully tested in Gambia by the Royal Statistics Society (RSS) of UK in 2007. Unfortunately all participants failed to reach the RSS examination standards because they were lacking basic level competences in mathematics skills needed to benefit from the training. Only few participants have been awarded a “Gambia Certificate in Basic Statistics”.

Therefore, there is very urgent need to develop training policies and courses based on the realities of the Gambia and following a comprehensive training needs assessment of all staff of the NSS.

(ii) Short Term Training: The short term training should focus on the statistical practice and practical operations, but should lead to a formal qualification in the future in order to raise the skills profile of NSS and GBOS staff. The following areas have been indicated as priorities for short term training:

Table A.1 Short term training needs 2008-2011

Topics	GBOS	EDUCATION	HEALTH	AGRICULTURE	GCC / GIPFZA	NPC
User of Data	Good use of quality statistics and create demand for statistics	Development of concepts, definitions and classifications in education statistics (metadata)	Development of concepts, definitions and classifications in health (metadata)	Development of concepts, definitions and classifications in agriculture (metadata)	Good use of quality statistics and create demand for statistics	Good use of quality statistics and create demand for statistics
Frames and Registers	Development of sampling frames, concepts and classifications	Use of sampling frames, concepts and classifications	Use of sampling frames, concepts and classifications	Use of sampling frames, concepts and classifications	Development of relevant business register/directory	
Surveys	Development of data collection tools and methods	Development of education data collection tools and methods	Development of health data collection tools and methods	Development of agriculture data collection tools and methods		
	Sampling techniques	Sampling techniques	Sampling techniques	Sampling techniques		
	Data analysis and report writing	Data analysis and report writing	Data analysis and report writing	Data analysis and report writing	Data analysis and report writing	Data analysis and report writing
ICT	Basic data processing and data archiving	Basic data processing	Basic data processing	Basic data processing		
	Basic Website development, maintenance and updating	Basic Website development, maintenance and updating	Basic Website development, maintenance and updating	Basic Website development, maintenance and updating		Basic Website development, maintenance and updating
	Geographic Information System (GIS)	Geographic Information System (GIS)	Geographic Information System (GIS)	Geographic Information System (GIS)		
Monitoring and Evaluation	Poverty & MDG Monitoring and Evaluation System in line with statistics strategy	Poverty & MDG education related Monitoring and Evaluation	Poverty & MDG health related Monitoring and Evaluation	Poverty & MDG agriculture related Monitoring and Evaluation		Poverty & MDG Monitoring and Evaluation
Policy and management	Management of statistical agencies / services	Management of Education Information System	Management of Health Information System	Management of Agriculture Information System	Management of Business register/directory	
	Development of national policy and strategy – link between statistics strategy	Development of education policy and strategy – link between education statistics	Development of health policy and strategy – link between health statistics	Development of agriculture policy and strategy – link between agriculture statistics.		Development of policy and strategy

(iii) On-the-job training will help the application of what has been taught in training schools, workshops and seminars. To make this training effective, it is important to recruit to the NSS a number of qualified and experienced technical advisers. UN Volunteers (UNVs) might be suitable for this, and they could be recruited for one year or two years to work in different statistical sectors in close collaboration with country counterparts. All the UNVs and consultants providing the technical assistance will be required to mentor staff with whom they work, document methods and processes, facilitate their learning and skills development to

ensure that the required skills are successfully transferred into the NSS. This is essentially one-on-one training aimed to impart workplace skills and expertise to national staff. South-south cooperation should be explored, as countries' statistical problems are similar and this option is cheaper than some of the alternatives.

Short term technical assistance should be considered for specialised subject-matter areas and this should involve the national counterparts, and full documentation as much as possible to ensure skills transfer.

The priority on-the-job training areas are identified as following:

Table A.2 On-the-job training needs 2008-2011

Topics	GBOS	EDUCATION	HEALTH	AGRICULTURE	GRA	CBG	GTA
Economic Statistics	National Accounts and Prices, Government Finance Statistics			Agriculture statistics		Monetary and BOP statistics	Tourism statistics
	External Trade Statistics				External Trade Statistics		
Social Statistics	Gender disaggregated statistics	Production of Education statistics and use of its indicators	Production of Health statistics and use of its indicators				
Data analysis and dissemination	Data analysis and report writing; dissemination techniques	Data analysis and dissemination techniques	Data analysis and dissemination techniques	Data analysis and dissemination techniques	Data analysis and dissemination techniques	Data analysis and dissemination techniques	Data analysis and dissemination techniques
ICT	Data archiving	Data archiving	Data archiving	Data archiving	Data archiving		Data archiving
	Geographic information System (GIS)	Dissemination of education indicators using Geographic information System (GIS)	Dissemination of health indicators using Geographic information System (GIS)	Dissemination of agriculture indicators using Geographic information System (GIS)			
Gambia Info database	Data management and processing	Data management and processing	Data management and processing	Data management and processing	Data management and processing		Data management and processing

(iv) Long term training – There are some of the former experienced CSD staff who have been appointed to senior posts in GBOS, but do not possess the basic academic requirements to meet the GBOS job requirements and competences. Thus, all of them should be given the opportunity to obtain the minimum post requirements. This may involve at least one year of overseas training. Some NSS staff members should be given the opportunity to study for middle level diploma and professional degrees in statistics, demography, ICT, human resource management, etc. One of the possible training centres in the country is the Economics and Management Department at the University of The Gambia. It would be advantageous to the NSS if the Department widened their portfolio of courses to include specific, tailor-made professional diploma and degree courses in order to raise the statistical educational levels in the country. This should include basic competences in mathematics.

Table A.3 Long term training needs 2008-2011

Topics	GBOS	EDUCATION	HEALTH	AGRICULTURE
Economic statistics	National Accounts			Agriculture Statistics
Survey Sampling	Sampling and Survey techniques			
Social and Population Statistics	Demography and Population	Education statistics	Health Statistics / Bio-statistics	
Human Resource Development	Human Resource management			
ICT	Data processing and programming			Data processing and programming

Priority3. Budget and funding of the NSS

Since 2002, the national statistics produced in The Gambia were supported by a number of donors including the World Bank, International Monetary Fund (IMF), United Nations Population Fund (UNFPA), African Development Bank (AfDB), United Nations Development Programme (UNDP), and United Nations Children’s Fund (UNICEF).

Currently, the GBOS and the NSS have been receiving separate ad-hoc support from donors, which often combine technical assistance, support for surveys, physical infrastructure, equipment and furniture, and ad hoc studies.

The production of sustainable quality statistical information will depend on the receipt of funds from the Government, and from Development Partners. It will also depend on the adequacy of human resources in GBOS and the NSS, and the engagement all relevant stakeholders – in results management in The Gambia. There is still a strong need for continuing technical assistance, and for long-term advisers.

In order to successfully implement the strategic plan, the NSS and especially GBOS should move away from an ad hoc survey programme, to a regular programme of key and relevant statistics collections. To do this a predictable source of funding is required, and this might be achieved by pooled resources allocated against a programme of activities and monitorable outputs and outcomes. Statistical operations should be split into *regular production of statistics series* classified under statistics recurrent budget, and *statistics projects* classified under the statistics development budget.

The resources needed for the Strategic Plan for the Development of Statistics implementation for the period of 2008-2011 have been estimated at USD\$ 15,500,000. External funding proposed in the strategy focuses on moving away from funding discrete ad hoc surveys, to funding some of core statistical activities of the Government of The Gambia defined in the strategy. Following the Paris Declaration recommendations on aid effectiveness, development partners are encouraged to support the statistics pooled funding mechanisms to support the NSS, and to continue with capacity development. The fund must be well managed if it is to receive support from the Government of Development partners, and will need proper performance management mechanisms to monitor the implementation of the defined work programme.

The Strategic Plan for the Development of Statistics has been presented at the donor round table conference in January 2008 along with the PRSP2. There were no specific commitments from donors to support the NSDS as this was a general meeting. The following recommendation arose from the statistics development partners’ bilateral discussions during this mission:

(i) Statistics Donor Round Table Conference: Development partners met and recommended that the Government of The Gambia should organise a statistical sector round table conference around the NSDS to seek for secure and sustainable funding for statistical capacity building.

One of the major challenges for the Gambia NSS and for GBOS in particular is the search for harmonised funding for statistical activities. Although the Government of The Gambia has increased its budget to statistics to cover the new more attractive salary package and running costs for GBOS in 2008, donor commitment is not yet followed the Government's lead. Donors should be invited to support statistical activities for a better monitoring and evaluation for the management for results and GBOS should make further efforts to ensure that the donor support sought, is set against assurances of better data accessibility and use of the results for policy processes.

A joint UNICEF, UNDP and UNFPA programme to GambialInfo is exploring the way of recruiting a UNV for at least one year to support capacity development in this area. TORs for the UNV have been already drafted. This option should be explored further and extended to other statistical sectors.

Table A.4 Risk analysis of the key action points

Key Action Point	Output	Risk	Preconditions	Timeliness	Actions	Resource needs
Develop a Common Frame for Household Surveys and Business Register	Sampling Frame for household surveys is available Business register for economic surveys is available	GRA business register and GCC, GIPFZA may have some contradictions on data related to enterprises. This will need to be examined carefully.	GBOS should make available electronic data set of the Population Census and electronic data set of Economic Census for the development of the frame and the register.	Finalised by end March 2009	Avail sectoral business registers from GRA, GCC, GIPFZA	2 weeks TA
Develop a Compendium of Concepts, Classifications and Definitions.	Compendium of Concepts, Classification and Definitions for Education, Health and Agriculture Sectors.	This is a long process and may take more time that expected.	Recruitment of GBOS senior staff in charge of coordination and standards should be completed by end June.	Compendium of education sector is completed by end September 2008, other sectors by end June 2009.	GBOS should appoint un senior staff to coordinate the process.	5 days workshop
Develop administrative data collection systems and utilisation	Administrative data collection systems are established and utilised – starting with GRA and Health	Administrative data collection systems will need strong commitment from sectors to be improved. This process may not be a sectors' priority as statistics are not their primary objective.	GRA should be able to avail electronic data using TIN of businesses by activities to be used for GDP estimates; DOHSA Planning should avail all data production available	GRA administrative data available and used for GDP estimates by end June 2009	GBOS should collaborate with GRA to assess need data for GDP	National account team including GRA representative
Develop strong performance-based governance,	Annual performance targets are established and	Performance-based management will	GBOS staff recruitment should be completed.	July 2008	GBOS to complete recruitment;	10 days TA

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Key Action Point	Output	Risk	Preconditions	Timeliness	Actions	Resource needs
leadership and management of the NSS	agreed between NSS parties and evaluated Performance contract is agreed between GBOS and DOSFEA	only be successful if the entire country public reform is result-based oriented	NSC should discuss and adopt the governance working regulations of GBOS.	July 2008	NSC to adopt final working regulations of GBOS	
Create a NSS Technical Coordination Committee	NSS Technical Coordination Committee is established and is operational	The Committee members may not be available at the time they are needed and this may delay some activities.	NCS should agree the TOR for the Committee and its members on a special or regular meeting	September 2008	To elaborate the TOR for the committee and identify and agree the members	
Develop MOU for data sharing and data dissemination between NSS key producer and between NSS key producer and key users	MOU are developed, agreed and utilised	Some Parties may not have capacity to implement the entire clauses of MOUs, and some others may have little commitment to change the working culture.	Further discussions with concerned producers or users to define clearly respective roles and responsibilities	March 2009	Develop drafts of MOUs and sensitise stakeholders on new working culture for statistical development	3 days Sensitisation workshop
Finalise all outstanding data analysis and reports writing and develop, maintain and update GBOS website	Data are analysed and reports are published and disseminated. This includes Population Census, Economic Census, Specific topics of the HIS, Monthly CPI, External trade statistics quarterly	Little available capacity in data analysis and report writing may delay the publications. New recruited staff may not have the required capacity in data analysis and will need	GBOS staff recruitment to be completed as soon as possible	September 2008	Assign specific reports to specific personnel with fixed deadline.	60 days/man TA

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Key Action Point	Output	Risk	Preconditions	Timeliness	Actions	Resource needs
	report, Annual GDP estimates.	further training.				
Develop a training policy	Training Policy is developed	GBOS junior and some senior staff recruitment may be delayed further	GBOS staff recruitment to be completed on time	September 2008	NSC and SG/GBOS to ensure recruitment is completed. All NSS key stakeholders to prepare their complete training needs.	15 days TA to develop the training policy
Organise a specific statistics donor round table conference around the NSDS to seek secure and sustainable funding for the NSS	The donor round table for statistics is organised and funds are mobilised	Development partners may not be ready to follow the Paris Declaration in the Gambia. The GTG is at its earlier stage of improvement in result-based management	Complete GBOS recruitment, adopt GBOS working regulations, and NSS capacity building policy	To be aligned with the annual budget process – September 2008.	DOSFEA and GBOS should disseminate the NSDS to potential donors and approach them for its funding	1 day conference

Annex B Draft of MOU

A draft Memorandum of Understanding (MOU) between the Gambia Bureau of Statistics (GBOS) and the Central Bank of The Gambia (CBG)

On

Developing a system for periodic reporting of economic statistics in The Gambia

1. Purpose

The purpose of this MOU is to set out the respective areas of responsibilities in economic statistics at national level of the Central Bank of The Gambia and the Gambia Bureau of Statistics; to provide a framework for the exchange and reproduction of data; to note the forms which cooperation between the CBG and the GBOS will take; and to set down a procedure for resolving disagreements. The aim of these arrangements is to avoid duplication of statistical work, to prevent conflicting requests for economic data from users; and to promote high quality and consistent statistics at national level for the use of policy-makers and the general public.

The present MOU is not a legally binding contract. It is intended to provide a clear understanding of the services on offer by parties, and their respective roles and responsibilities.

2. Coverage

This MOU covers economic statistics, including:

- (i) National Accounts statistics, including disaggregated gross domestic product at current and constant price using production and expenditure approaches;
- (ii) External trade statistics, including import and export statistics in values and quantities;
- (iii) Price statistics, including Consumer Price Index, Producer Price Index, national accounts deflator;
- (iv) Monetary statistics;
- (v) Balance of Payments statistics;
- (vi) All other economic statistics on the GBOS or CBG public database.

3. Definition of responsibility

Responsibility in the context of this MOU means the right and obligation to take the initiative in advancing the development of economic statistics; in instigating and carrying through the necessary legal measures; in ensuring that data are collected and processed; in acting as prime source of publication, and disseminating data accordingly; and in keeping the data relevant to user needs.

Prime responsibility means that either the CBG or the GBOS takes responsibility, with due regards to interests of the other.

Shared responsibility means that both the CBG and the GBOS take the responsibility in an area of economic statistics, while defining prime responsibilities within this area and cooperating closely to ensure coherence.

4. Production of economic statistics

Recognizing that the Gambia Bureau of Statistics is the state-mandated agency for coordinating the National statistical System and reporting and disseminating official statistics within the country;

Noting that to fulfil this mandate the Gambia Bureau of Statistics publishes and disseminates statistical reports on a regular basis;

Recognizing that data and evidence from data is central to the national policy and planning process and must form the basis of practices in each sector for management for result;

Expressing that it is imperative for the Gambia Bureau of Statistics to collect, compile and report and disseminate data from various sources; and

Noting that the Central Bank of The Gambia is the leading Government Agency, which has the technical expertise in the production and reporting of monetary statistics as well as the balance of payments statistics and related indicators;

Roles and responsibilities:

The Central Bank of The Gambia has the prime responsibility for:

- *Monetary statistics:* the CBG will provide to GBOS quarterly monetary statistics for its use in the GDP estimates and for publication in the quarterly economic report.

The Gambia Bureau of Statistics has the prime responsibility for:

- *National Accounts statistics:* GDP estimates will be available annually following the calendar release of GBOS.
- *Price statistics,* including monthly Consumer price index and producer price index. The CPI will be made available every 15th of the month following the CPI concerned month. PPI will be made available every quarter.

The CBG and GBOS have shared responsibility for:

- *Balance of Payments (BOP) statistics.* GBOS will provide on time to the CBG external trade statistics for the BOP compilation.

5. Exchange of data

The CBG needs a quick and reliable access to data compile by GBOS, and GBOS needs similar access to data compiled by the CBG. The parties agreed for the timely exchange of electronic data, including individual records subject to the respect of statistical confidentiality.

6. Reproduction of data

The CBG and GBOS reproduce, in electronic or hard copy publications, data compiled by the other party. In principle, both parties reproduce the data as most recently released by the other party as a prime source, except that the data may be aggregated, or seasonally adjusted in a different way by the party reproducing them. The parties consult each other on any other major modification to the data published.

7. Organization of cooperation

The CBG and GBOS cooperate through bilateral contacts, through participation in working meetings of the BOP and monetary committees, through the NSC meetings.

To the extent possible, disagreement between the CBG and GBOS on the interpretation and execution of this MOU will be resolved at the working level. Where no agreement can be reached at this level, the Director of Economic studies of the CBG and the Director of National Account of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Statistician General of GBOS and the Governor of the CBG will endeavour to come to an agreement.

8. Parties and Contact focal points

The signatories are the Statistician General of GBOS and the Governor of the CBG. They represent the institutions providing economic statistics covered by this MOU. The signatories will oversee the operation of the MOU. Management on a daily basis will be run by the Director of National Account of GBOS and the Director of Economic Studies of the CBG.

9. Commencement and Updates

This MOU is effective from Its operation will be monitored and will be reviewed annually. At the request of either party, the CBG and GBOS may review and update this MOU.

For the CBG
The Governor

For the GBOS
The Statistician General

Annex C List of Key Institutions in the National Statistical System - Producers and Users of statistics

N°	Institution	Description of the Institution within the NSS
	Producers / Providers	
01	Gambia Bureau of Statistics (GBOS)	GBOS is a public autonomous body responsible for official statistics in The Gambia. GBOS is the official coordinator of the NSS. GBOS is under the general supervision of the Department of State for Finance and Economic Affairs and is governed by Statistics Act 2005 and the National Statistics Council is responsible for statistics policy.
02	Central Bank of The Gambia	The Central Bank of The Gambia is the Monetary Authority of the Country and is responsible for producing monetary statistics and the Balance of Payments (BOP).
03	Directorate of Planning - Department of State for Agriculture	The Directorate of Planning in the Department of State for Agriculture is responsible for agriculture statistics. There is a section within the Directorate in charge of agriculture statistics.
04	Directorate of Planning – department of State for Education	The Directorate of Planning in the Department of State for Education is responsible for education statistics. There is a section within the Directorate dealing with Education Management Information System (EMIS). This section is supported by a World Bank Project.
05	Directorate of Planning – Department of State for Health and Social Welfare	The Directorate of Planning in the Department of State for Health is responsible for health statistics production. There is a section within the Directorate responsible for Health Management Information System (HMIS).
06	National Statistics Council	The National Statistics Council is the body responsible for statistics policy and strategy for the NSS in The Gambia
07	Gambia Tourism Authority (GTA)	The Gambia Tourism Authority produces tourism statistics in collaboration with Immigration Authority
08	Gambia Revenue Authority	The Gambia Revenue Authority has completed its reform and provides statistics on import and export. GRA is the source for data on business Value Added Tax and turnover by activity. These data are of great importance for GDP estimates.
09	Budget Department – Department of State for Finance and Economic Affairs (DOSFEA)	The Department of Budget produces data on Government Finance Statistics.
	Users	
10	Department of State for Finance and Economic Affairs (DOSFEA)	DOSFEA is the principal user of economic statistics for the monitoring of national economic sustainability analysis, but also uses social statistics for development policy and budget allocation– e.g. PRSP.
11	National Planning Commission	National Planning Commission is a new body responsible for the coordination of national planning and the monitoring of the PRSP implementation. It uses statistics for the national planning process as well as for the monitoring and evaluation of the national policy and programmes (PRSP, MDGs, Sectoral strategies, ...)
12	Chamber of Commerce	The Gambia Chamber of Commerce uses data for the private sector development planning and evaluation
13	National Nutrition Agency	The National Nutrition Agency is responsible for the implementation of nutrition policy and uses statistics related to

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N°	Institution	Description of the Institution within the NSS
		health for planning and evaluation of the achievement in reducing malnutrition in the country. It also conducts some specific surveys related to nutrition for its own use but in collaboration with GBOS and the Department of State for Health and Social welfare.
14	National Population Commission Secretariat	National Population Commission Secretariat report directly to the Vice-President Office and is responsible for coordinating population development issues across the country. Therefore, it uses population statistics as well as related social statistics.
15	National Environment Agency	The National Environment Agency is responsible for environment issues in the country. It needs environment statistics for its planning, monitoring and evaluation. It has developed its GIS database for a better environment monitoring. This GIS information should be shared with other statistics producers using GIS for harmonisation (EMIS, GBOS, HMIS, ...)
16	National University of The Gambia – Faculty of Economics	The NUG is a teaching and research institution in the country. It needs and uses statistics for research purpose in several sectors and for teaching material development.
17	Gambia Investment Promotion Free Zone Agency (GIPFZA)	Business enterprises register voluntarily to GIPFZA when they expect some facilities in the investment area from the Government. It needs therefore economic and social statistics, especially on investment climate to attract new investors in the country.
18	TANGO (NGO contacted :Action Aid)	TANGO is a forum of NGOs in the country. NGOs have expressed the ultimate need of socio-economic statistics disaggregated up to the lower level of local administration area, as they operate at the community level.

Annex D Agenda of Meetings Held

N°	Institution	Dates of meeting	Time of meeting
Producers / Users			
01	Gambia Bureau of Statistics (SG, DSG/GDDS)	Wednesday 30	11.00 - 12.00
02	Central Bank of The Gambia	Tuesday 6	2.30 - 15.30
03	Agriculture Planning (Director)	Monday 5	15.00 - 16.00
04	Education Planning (Director)	Monday 5	13.30 - 14.30
05	Health Planning (Director)	Tuesday 6	13.30 - 12.15
06	National Statistics Council (Chairperson)	Friday 9	Brief introduction
07	Gambia Tourism Authority (GTA)	Tuesday 6	11.00 - 12.30
08	Gambia Revenue Authority – Customs & Revenue	Thursday 8	11.30 - 12.45
09	Budget Department – DOSFEA	Friday 16	10.00 – 11.00
Users / Producers			
10	Department of State for Finance and Economic Affairs (PS)	Wednesday 7	15.30 - 16.30
11	National Planning Commission	Friday 2	11.30 - 12.30
12	Chamber of Commerce	Friday 9	10.30 – 11.15
13	National Nutrition Agency	Friday 2	10.00 - 11.00
14	National Population Commission Secretariat	Thursday 8	10.30 - 11:00
15	National Environment Agency	Thursday 8	2.00 - 3.00
16	National University of The Gambia – Faculty of Economics	Wednesday 7	11.00 - 12.00
17	Gambia Investment Promotion Free Zone Agency (GIPFZA)	Tuesday 13	10.00 – 11.00
18	Action Aid (NGO)	Wednesday 14	2.00 – 2.45
Development Partners / Users			
19	European Union / European Commission	Thursday 15	Email discussion
20	World Bank	Tuesday 13	14.30 – 15.15
21	UNDP	Monday 19	12.00 – 13.00
22	UNICEF	Tuesday 13	13.30 – 14.15
23	UNFPA	Tuesday 13	12.00 – 13.00
24	TAIWAN Cooperation	Thursday 15	Telephone discussion

Annex E List of persons met

N°	Names	Institution	Function	Contact address
01	Alieu Ndow	Gambia Bureau of Statistics	Statistician General	
02	Alieu Sarr	Gambia Bureau of Statistics	Deputy Statistician General and GDDS National Coordinator	
03	Mod A.K. Secka	Department of State for Finance and Economic Affairs (DOSFEA)	Permanent Secretary One	
04	Moulie Gibril	National Statistics Council	Chairman (<i>brief introduction</i>)	mouliegibril@hotmail.com
05	Abu Camara	Gambia Bureau of Statistics	Director, Coordination and Methods	
06	Malang Keita	Gambia Bureau of Statistics	Director, National Accounts	
07	Ousman Dibba	Gambia Bureau of Statistics	Director, CPI and GFS	
08	Mam Dawda Gai	Gambia Bureau of Statistics	Director, ICT	
09	Mrs Lolly Kay Jallow	Gambia Bureau of Statistics	Principal Programmer, ICT	
10	Alieu Ngum	National Planning Commission	Commissioner	
11	Abdoulie Jallow	Department of State for Finance and Economic Affairs (DOSFEA)	Director of Budget	liejallow@hotmail.com Tel. +220-992 1868 / 420 2887
12	Robert Otala	Department of State for Finance and Economic Affairs (DOSFEA) – IFMIS World Bank Project	Integrated Finance Management Information System (IFMIS) Coordinator	robert_otala@yahoo.com
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Annex F Terms of reference

General Data Dissemination System, (GDDS phase 2)

Priority 1: NSS Coordination – 80% of mission time

The consultant will discuss and prepare a proposal for the organization and coordination of the NSS, building on the proposals and strategies contained in the existing NSDS.

The consultant will engage in the following activities with representatives from the Gambia Bureau of Statistics.

1. Identify the relevant institutions and units within the NSS and their functions
2. Hold bilateral meetings with the most important stakeholders on the organization and coordination of the NSS
3. Identifying priorities for NSS development within the NSDS strategy and make recommendations for the development, governance and coordination of the NSS

Activities

- Review the present NSDS and other documents and plans on the NSS.
- Assess and determine the needs for changes and additions to the NSS, as expressed by The Gambia stakeholders in statistics.
- Review the existing planning of the activities in the NSS domain.
- Draw up lists of units that should be brought together (main stakeholders).
- Draft a short strategy document in view of the discussions with the stakeholders.
- Draft a mission report for the file of the country on the discussions held.

Working Method

The consultant will identify and list all relevant institutions on the producer side and, where possible on the user side of statistics.

Based on this listing a group of key stakeholders will be identified. Stakeholders are organizations or bodies which represent the key the user-community of statistics, and institutions that represent the main producers of statistics beyond GBOS. The main producers of statistics are to be determined with regard to the monitoring and reporting obligations of government to its citizens, its funders, civil society and other institutions. These obligations may be national, provincial, regional or international. They will include the PRSP, Performance Assessment Framework, MDGs, national monitoring and evaluation obligations and commitments under the GDDS and other statistical regulatory frameworks.

These key stakeholders will be interviewed, and their position in the national statistical system explored, together with their potential to improve the quality, publication and disseminate official statistics. The following will be explored;

Statistical Producers

1. Description of the NSS producer – organizational set up, reporting obligations, method of data collections.
2. Their current statistical reporting arrangements – series, frequency, type of output, latest publication.
3. List of the recipients of the current products.
4. Plans in terms of future surveys, indicators and publications (and improvements).
5. Potential for increased supply of statistics, number, frequency, levels of disaggregation.
6. Extent to which metadata is available and the quality assured.
7. The potential for increased cooperation between GBOS and other statistical providers – data sharing, formal agreements such as memoranda of understanding.
8. Their ambitions for increasing the supply and quality of their own official statistics.
9. Their capacity needs and constraints, extent to which these are met by other institutions including GBOS (potential for further support).
10. The extent to which definitions, classifications and concepts are harmonized with those of GBOS.
11. Their statistical needs from other producers – means of obtaining, quality and other attitudes to products received.
12. Recommendations for improving NSS governance and performance.

Statistical Users

1. Description of the NSS user – organizational set up, reporting obligations, purpose of statistical requirements.
2. Their current arrangements for receiving the required statistics – series, frequency, type of output, use made, opinion of quality.
3. Statistical gaps – what is missing what is the most important
4. Consequences of missing, or poor quality data
5. Recommendations for improving the supply
6. Can Memorandums of Understanding be used to improve the working and communication relations (between producers and between users and producers)?

Governance of the NSS

The institutional description of the institutions involved will be explored together with their formal linkages with other government organizations (being users or data providers, or with GBOS and its Council or Board). The ways in which these are currently managed, either formally or informally will be explored and recommendations made on the improvements in the governance and coordination of the statistical production and dissemination processes. The focus is however on the development of the NSS, and input and opinions will be required from the most relevant producer units, from GBOS and from users and financiers. Account must be taken of the Statistics Law in force and the opinions of the Statistics Board should also be sought.

Based on the recommendations proposals can be drafted for a stakeholder meeting at the end of the mission.

Draft Outline Strategy

A short document (three pages) will be produced which indicates the main action points of importance that need to be supported (around 7 key priorities). An indication should be presented about how to implement these activities and what is needed as pre-conditions and as additional resources. Brief risks assessments should be made by each action-point. Timescales and an outline work programme should be recommended.

In the second mission to follow later in the year the (short) strategy and the implementation questions can be elaborated. The final document should include a structured description of what is the expected output, what is required to achieve those outputs (resources, tools, finances).

Outputs

A mission report is required which will be drafted and agreed with the GDDS partner, using the format of the *Living Document*.

Report contents:

- Lists of stakeholders and short descriptions of their situation will be included in the report.
- A Draft Memorandum of Understanding or Memorandum of Agreement to be used between the relevant (statistical) government units that work together. (if agreed with stakeholders as a potential means of coordination)
- A short note shall be written on the link between the national strategy in statistics and the agreed objectives in the GDDS approach.
- Short list of recommendations
- 3- Page strategy listing fewer than 10 action points with an outputs, risk analysis, pre-conditions, timelines, actions and resource needs.

Priority 2. Training and capacity building – 15% of mission time

Objectives

- List of mentioned training needs in the NSS, and identified questions for capacity building.
- By, statistical topic and units in the organisation, and by using the NSS Strategy based on 7 – 10 Action Points identified in Priority 1:
- Training and capacity building to include use of data, statistical outputs, integration-framework, surveys, Registers and sample frames, ICT, and policy and management issues.
- Activities. Listing as above in Priority 1.
- Outcomes, a set of tables
- Example of desired tables is below:
- The staff of the office of the Gambia should assist in collecting this information, with the help of a short questionnaire.

Indicative table to collect information on training needs.

Topics	Unit A	Unit B	UNIT C	ETC.	Total of expressed needs
Use of Data	Formal analytical TRAINING				
Outputs					
Integration Frameworks		Subject matter training			
Surveys			Survey training		
Registers etc.				On registers and classifications	
ICT				Training and Investments needed	
Policy and management				Management training	

Priority 3: Budgets and Fund for NSS – 5% of mission time

Objective: to better understand the financial needs and shortcomings in the budget and funding.

Activity: to discuss the budget and funding situation and to agree on an overview of the facts, according to institutions, units and if possible by activity.

Deliverables

The deliverables are listed by priority:

Deliverables for Priority 1:

- Report as part of the Country Work Plan Structure Doc. Here it is important to draft a country mission report together with the staff in The Gambia for their own file.
- List of units in NSS
- A description of the agenda and the meetings held
- Overview of short memos drafted.
- Recommendations given.
- Reporting: the format that is presented in a separate letter which should be considered as an annex to this TOR.

Deliverables for Priority 2 and 3:

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- Reporting of tables with descriptions.
- Reporting on the topics discussed.

A concluding Mission Report form will be part of the final deliverable.

Communications:

Consultant will meet with the Head of the organization and GDDS coordinator at the start of the visit, if possible, and you will report briefly to them at the end of the visit.

Duration

As noted, the total consultant time for the mission is 20 working days with 15 days mission working time, 5 days preparation and report writing.