

**GENERAL DATA DISSEMINATION SYSTEM (GDDS PHASE 2)  
MANAGEMENT OF THE NATIONAL STATISTICAL SYSTEMS  
MODULE (CONTRACT N° 7148811) - T2 – MISSION**

**THE GAMBIA**

***Mission Draft Report***

**Technical Assistance to the Gambia National Statistical System with  
regards to NSS Coordination, Training policy and Capacity building**

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## **Preface/Acknowledgements**

We would like to thank Mr Alieu Ndow, Statistician General and Mr Alieu Sarr, Deputy Statistician General and GDDS Coordinator and the staff of the Gambia NSS for their support during this mission. We thank in particular Mr Abu Camara, Director of Quality, Coordination and Dissemination at GBOS for his advice and assistance in supporting us during this mission. We appreciate the collaboration of all the stakeholders of the NSS who have participated in the bilateral discussions during this mission.

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## **Abbreviations**

GDDS	General Data Dissemination system
GBOS	Gambia Bureau of Statistics
NSS	National Statistical System
IMF	International Monetary Fund
SG	Statistician-General
OPM	Oxford Policy Management
MOU	Memorandum of Understanding
CBG	Central Bank of The Gambia
PURA	Public Utilities and Regulatory Authority
PRSP	Poverty Reduction Strategy Paper
EMIS	Education Management Information System
MDGs	Millennium Development Goals
NSDS	National Strategy for Development of Statistics
CBEMP	Capacity Building and Economic Management Project
DOSFEA	Department of State for Finance and Economic Affairs
GDP	Gross Domestic Product
CPI	Consumer Price Index
PPI	Production Price Index
BOP	Balance of Payments
LGA	Local Government Administrative Area
LBS	Lower Basic School
RED	Regional Education Directorate
GIS	Geographic Information System
DOSH	Department of State for Health and social welfare
EPI	Extended Programme on Immunisation
HMIS	Health Management Information System
DOSA	Department of State for Agriculture

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IFMIS	Integrated Financial Management Information System
DOT	Directorate of Treasury
DOP	Department of Planning
SMART	Specific – Measurable – Achievable – Relevant – Time related
UNVs	United Nations Volunteers
ICT	Information Communication and Technology
IDB	Islamic Development Bank
DSG	Deputy Statistician-General
NSC	National Statistics Council
DOSBSE	Department of State for Basic and Secondary Education
GFS	Government Finance Statistics

## **1 Background to the Mission**

This is the second mission (T2 Mission) to The Gambia to facilitate the work on the General Data Dissemination System – Phase II (GDDS2). This is a module to improve the management of national statistical systems. This technical assistance mission was supported by The World Bank. The GDDS is a joint IMF / World Bank project with the objective of improving data quality and data dissemination in Africa. The Gambia is one of 21 Anglophone Africa countries group benefiting from GDDS2 facilities.

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 and Mr Abu Camara, Director of Quality, Coordination and Dissemination. A list of key stakeholders in the National Statistical System (NSS) to be met by the consultant was prepared during this briefing meeting (see meeting notes in Annex B).

During the mission period, the consultant met with the key stakeholders identified in the list, and held bilateral discussions around the governance and coordination of the NSS; their training and capacity building needs; and performance management as indicated in the mission's TORs. The list of persons met is presented in Annex D.

At the end of the mission, the consultant shared and discussed key findings with the Gambia Bureau of Statistics (GBOS) authorities at a debriefing meeting. The observations and comments raised were included in the final draft report and send back to GBOS authorities for final comments.

### **1.1 Mission Objectives**

The specific objectives, activities and deliverables for this mission were detailed in the Terms of Reference which is included in Annexe A. The basic objectives and deliverables for this mission are stated below.

***Specific issues to be covered during the mission were the following:***

- (i) to discuss and prepare a proposal for the organisation and coordination of the NSS, building on the proposals and strategies contained in the existing NSDS. For this objective, the following three points were to be discussed:
  - ✓ *attempt to improve institutional and technical coordination (4 days);*
  - ✓ *to discuss and agree on an approach of performance management (2 days);*
  - ✓ *write, explain and agree upon two Memorandum of Understanding (4 days).*
- (ii) to design a training policy – (5 days);
- (iii) only when time is left over from the above topics: to address outstanding questions concerning: sample frame for household surveys; business register as a sample frame; and the Education Chapter of the Compendium.

***Specific outputs were:***

- (i) A document that deals with institutional and technical coordination;
- (ii) Two Memoranda of understanding designed, written, discussed and agreed upon by the institutions concerned;
- (iii) A summary of training policy;
- (iv) Reports of the discussions held.

The Terms of Reference detailed the specific activities and deliverables for this mission.

## **1.2 Implementation of the mission**

This mission was implemented by Mr. Philippe Gafishi, Oxford Policy Management (OPM) consultant. As specified in the ToR, the total mission time was 15 days in the country with 5 additional days for preparation and report writing. This second mission ran from the 06<sup>th</sup> until the 24<sup>th</sup> of October. The consultant arrived in The Gambia on Saturday 04<sup>th</sup> and departure on Sunday 26<sup>th</sup> October.

## **1.3 Overview of the agenda and the discussions held**

The following meetings and discussions took place, the full timetable can be found in Annex E:

### **Sunday, 05 October**

- ✓ A telephone discussion was held with Mr. Alieu Sarr, Deputy Statistician-General and GDDS Coordinator to inform him about the arrival of the consultant in The Gambia and discuss organisation of the Monday 6<sup>th</sup> October briefing meeting. Mr Alieu Sarr was about to go on mission up-country and referred the consultant to the Statistician-General for the briefing session and to Mr. Abu Camara, Director of Quality, Coordination and Dissemination, for the rest of the mission arrangements and coordination issues.

### **Monday, 06 October**

- ✓ Two separate introductory briefing meetings were held, one with Mr. Alieu Ndow, Statistician-General and the other one with Mr. Abu Camara, Director of Quality, Coordination and Dissemination. The status of the NSS coordination activities were discussed and the terms of reference were presented and discussed. A basic schedule for the rest of the mission was determined. The minutes of the discussions is presented in Annex B.1.

### **Tuesday, 07 October**

- ✓ The consultant held a meeting with Mr. Baba Suwareh, Director of Social Statistics at GBOS where institutional and technical coordination issues of the NSS related to social statistics, and performance management were discussed. Mr Abu Camara also attended the meeting. The minutes of the meeting are presented in Annex B.2

**Wednesday, 08 October**

- ✓ The consultant held a meeting with Mr. Malang Keita, Director of National Accounts; Mr Ousman Dibba, Director of Prices and Government Finance Statistics, and Ms Aminata E. Deen, Senior Statistician National Accounts of GBOS in order to discuss the institutional and technical coordination issues of the NSS regarding economic statistics. Performance management and training issues were also discussed. Mr Abu Camara also attended the meeting. The minutes of the meeting are presented in the Annex B.3.

**Thursday, 09 October**

- ✓ The consultant held a meeting with Mr. Alieu Sarr, Deputy Statistician-General and GDDS Coordinator in order to discuss institution and technical coordination issues of the Gambia NSS. Training needs and performance management issues as well as the conduct of this mission were also discussed. The minutes of the meeting are presented in the Annex B.4.

**Tuesday, 14 October**

- ✓ The Consultant held a meeting with Mr. Fafanding S. Fatajo, Director of Planning in the Department of State for Agriculture with his team. The GBOS team comprising of Mr Abu Camara, Mr. Malang Keita, and Ms Aminata E. Deen also attended the meeting. The discussions focused on institutional and technical coordination of agricultural statistics, and the training and capacity building needs of the Department of Planning (Agriculture). The draft Memorandum of Understanding (MOU) was sent by GBOS three days prior the meeting to the Director of Planning in preparation of the meeting. The MOU was presented, discussed and agreed upon with minor changes. The MOU is presented in the Annex A.4. The minutes of the meeting is presented in the Annex B.5.

**Wednesday, 15 October**

- ✓ A meeting was held with Mr. Muhammed Jallow, Director of Planning and Budgeting in The Department of State for Basic and High Education. The GBOS team comprising of Mr. Baba Suwareh, Mr. Malang Keita and Mr. Abu Camara also attended the meeting. Mr Muhamed Jallow is also a member of the Statistics Council. Institutional and technical issues of the NSS regarding educational statistics were discussed. The draft MOU, sent two days prior the meeting, was also presented, discussed and agreed upon during the meeting. Training needs were also discussed. The MOU is presented in the Annex A.2 and the minutes of the meeting are presented in the Annex B.6.

**Thursday, 16 October**

- ✓ The consultant held a meeting with Mr. Sekou Omar Toure, Director of Planning and Information together with Mr Musa M.M. Sowe, Deputy Manager of Health Management Information System (HMIS). The GBOS

team was comprised of Mr. Baba Suwareh and Mr. Abu Camara. The meeting focussed on institutional and technical coordination regarding health statistics. A draft MOU were presented, discussed and agreed upon with minor observations. The training needs and capacity building were also discussed during the meeting. The MOU is presented in the Annex A3, and the minutes of the meeting are presented in the Annex B.7.

**Friday, 17 October**

- ✓ A meeting was held with the Central Bank of The Gambia (CBG). The CBG team was comprising of Mr Ismaila Jarjy, Principal Economist and Mr. Momodou Sabally, Senior Economist both from the Research Department. The GBOS team attending the meeting comprised of Mr. Abu Camara and Mr. Baba Suwareh. Institutional and technical collaboration regarding economic statistics and training needs were discussed. The draft MOU was also presented, discussed and agreed upon with minor changes. The MOU is presented in the Annex A.1, and the minutes of the meeting is presented in the Annex B.8.

**Monday, 20 October**

- ✓ The consultant held a meeting with the University of The Gambia represented by Dr. Bukhari Sillah, Head of the Department of Economics and Management. Mr. Abu Camara from GBOS also attended the meeting. The meeting was focussed on the statistical training and capacity building opportunities available at the University of The Gambia. Three options were identified. The minutes of the meeting is presented in the Annex B.9.
- ✓ The consultant held a separate mid-mission debriefing meeting with the Statistician-General of GBOS to discuss issues raised so far by stakeholders of the NSS met. Training needs and training policy options and performance management issues were also discussed during the meeting.

**Thursday, 23 October**

- ✓ The consultant held a meeting with the Public Utilities and Regulatory Authority (PURA). The meeting was attended by Mr. Ansumana Sanneh, Senior Economist at PURA and Mr. Malang Keita, Director of National Accounts at GBOS. The focus of the meeting was institutional collaboration and technical coordination of telecommunication, electricity and water related statistics. PURA is the Government coordinating agency of all telecoms and other utilities companies in the country. The draft MOU was presented and discussed during the meeting. The draft MOU is presented in the Annex A6, and the minutes of the meeting is presented in the Annex B.10.

**Friday, 24 October**

- ✓ The consultant and Mr. Abu Camara from GBOS held a meeting with Dr. Bukhari Sillah, Head of the Department of Economics and Management of the University of the Gambia to discuss the rough cost estimates of different options for statistical training available at the University of The Gambia.

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- ✓ The consultant held a separate debriefing meeting with the GBOS Management to present key findings from the mission.

## 1.4 Summary of main activities, deliverables and outputs

Activity	Deliverables	Outputs/outcomes
<b>Priority 1. NSS institutional and technical coordination, performance management</b>		
Discussions and preparation of a proposal for the organisation and coordination of the NSS.	Report on the discussions held	Discussions were held with GBOS authorities and other identified NSS partners. A review of the Statistics Act was completed and the findings used to recommend mechanisms for NSS institutional and technical coordination. These are presented in the report (2.1.1 – 2.1.2)  Minutes of the discussions held are presented in the Annex B (B1 –B10)
Discussions with partners and presentation of an approach on performance based management	Report on the discussions held;  Design of a model of such an Agreement;  List of performance based management agreements	An approach of performance based management is presented in 2.1.3  A Proposed Performance Management Form is presented in the Annex C as a model of the agreement
Write, explain and agree upon two MOUs with at least two partners:  <ul style="list-style-type: none"> <li>✓ <i>Hold bilateral meetings with the most important NSS partners;</i></li> <li>✓ <i>Identifying priorities within the NSDS strategies for the NSS;</i></li> <li>✓ <i>Draft in partnership with NSS partners the MOUs to deal with:</i> <ul style="list-style-type: none"> <li>a. <i>institutional coordination</i></li> <li>b. <i>technical coordination;</i></li> </ul> </li> <li>✓ <i>Organise first meetings with partners to deal with these two kinds of coordination, and to have a discussion between those partners on how to use the tools in practice.</i></li> </ul>	A detailed document that deals with the technical and institutional coordination;  A report on the discussion held with each of the partners and each of the group meetings	Two MOUs were expected, but we did Six MOUs dealing with institutional and technical coordination have been drafted, presented and discussed with partners and are presented in Annex A (A1-A6).  Partners and group meetings have been held to discuss and agreed upon the MOUs. Minutes of the meetings are presented in the Annex B (B1-B10).
<b>Priority 2: Design training policy</b>		
Discuss with training needs with NSS statistical units;  Develop a summary training policy.	Report on each meeting held about training;  Summary of training policy.	Meetings were held with GBOS Directors on training and a form was circulated to staff for them to express details on their training needs. Minutes of meetings are presented in Annex B.  A summary of training needs has been drafted and is presented in this report on 2.2
<b>Priority 3: Only to be done when time left over the other topics: Sample frame for household surveys; business register as a sample frame; education chapter of the Compendium</b>		
Discuss and advise on those topics	Report on discussion held and presentation of the full results	No time was left to do this.

## **1.5 Observations about the situation of the Coordination of the Gambia National Statistical System (NSS)**

Since 2005, the Gambia national statistical system has embarked on a reform process by the adoption of 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. Some key achievements can be presented as following:

- ✓ The Statistics Council has been appointed by the Government of The Gambia and has met several times to discuss the organisational structure of GBOS and recruitment issues;
- ✓ The Statistician-General has been appointed as well as the senior management of the Gambia Bureau of Statistics (GBOS) – Deputy Director General and Six Directors;
- ✓ Less than 20% of the expected senior professional staff have been recruited;
- ✓ The Implementation Plan of GBOS has been developed to support the new governance arrangements and recruitment to GBOS. This support covered the following areas of transformation:
  - Regulations and Principles Governing the Operation of the Statistics Council
  - Organisational Structure and Staffing for GBOS
  - Proposed Job Descriptions, Qualifications and Competences
  - Strategy for Recruiting and Selecting Staff for the new Bureau of Statistics
  - Recommendations for GBOS Remuneration Package
  - Performance Management Processes
  - 2007 Strategic Priorities and Draft Budget for the Gambia Bureau of Statistics
  - GBOS Move to the New Building
  - Skills Audit of Staff and Initial Training Needs Assessment
  - Internal Policies and Procedures Manual 2006
  - Delegation Orders for the Gambia Bureau of Statistics
  - Regulations and Principles Governing the Operation of the Conference of Official Statisticians

A Strategic Plan for the Development of Statistics was developed for the period 2008 – 2011 and was presented to the PRSP2 donor round table in January 2008. The outcome from the meeting in terms of supporting statistics was not clear. It was recommended that a specific donor meeting for supporting statistics should be organised.

### **1.5.1 NSS Weaknesses**

Regardless of these achievements, a number of critical weaknesses have been raised:

The Statistics Act does not address clearly the issue of national statistical coordination. It does not indicate how people or institutions carrying out a national survey should obtain assurance from GBOS that the survey meets technical standards, and does not duplicate other statistical activities.

No penalties and or responsibilities for GBOS and other parties are provided by the Statistics Act in respect of NSS coordination.

The Gambia Bureau of Statistics has little capacity to coordinate the national statistical system, partly because the recruitment process has been delayed. GBOS does not yet have enough professional staff with proven statistical skills to coordinate the NSS.

Most of the statistical services in the line ministries (except within the Education Management Information System – EMIS) have little capacity in terms of trained statistical personnel and financial resources. There is no statistical training school in The Gambia which could help to solve the human resource problem. The University of The Gambia provides some introductory statistical course in the Department of Economics and Management. The best young graduates from this Department are immediately employed by the private sector, especially in the banking system, and have little interest or incentives to work in the statistical system and in the public sector in general.

The Statistical Council has been slow in organising meetings, which has delayed the recruitment of additional professional staff which were part of the implementation of the NSDS. In addition, the Regulations and Principles documents governing conduct of the Gambia Bureau of Statistics and the rest of the NSS have not yet been discussed by the Council<sup>1</sup>. This situation has prevented the Statistics Council from focusing on the NSS policy issues; therefore, the regulations for NSS coordination have not yet been agreed.

Consequently, there is a little coordination of the Gambia National Statistical System activities. There is uncoordinated data sharing, data are being shared using personal relationships between individual GBOS staff and other stakeholders. As no formal mechanisms are in place for data sharing within the NSS, inconsistent data and duplicate but different data sets are in use.

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.

A donor round table around the Gambia NSDS has not been organised and the NSS is experiencing problems in securing predictable funding for the NSDS activities. The funding which is available is not harmonised around the

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<sup>1</sup> Regulations and Principles Governing the Operation of the Statistics Council, Internal Policies and Procedures Manual, Performance management processes, Delegation Orders for the Gambia Bureau of Statistics, Regulations and Principles Governing the Operation of the Conference of Official Statisticians

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NSDS priorities, but is provided on ad-hoc basis. The result is that statistical activities are funded in an ad-hoc manner, coordination is neglected and NSDS priorities are not met.

## 2 Recommendations on key priorities

### 2.1 Priority 1: National Statistical System coordination, institutional and technical, performance management

As indicated in the TORs, NSS coordination covers institutional and technical coordination, performance management and drafting of memoranda of understanding between institutions of the NSS.

#### 2.1.1 Institutional and technical coordination

##### **Legal basis to strengthening institutional coordination:**

Since 2004, the institutional reform process of the Gambia national statistical system has been supported by the Capacity Building and Economic Management Project (CBEMP), a World Bank project. Under the support of this project, a new Statistics Act was drafted and then adopted by the Parliament and promulgated by the President of the Republic of The Gambia in 2005.

This Act establishes the Gambia Bureau of Statistics (Art. 4) and creates the Statistics Council (Art. 5) which shall manage the policy and strategic affairs of the Bureau. The Council may appoint such standing committees as are necessary for its effective performance of the functions (Art.8). The Bureau is established to be a supervisory authority for the national statistical system of The Gambia. The Act stipulates also that the Gambia Bureau of Statistics shall organise an annual conference of statistics producers and users to be known as the Conference for Official statistics (Art. 22).

Regarding the coordination issue of the national statistical system, the Act says that *“notwithstanding the provisions of any other law to the contrary, a Department, statutory body or local government authority shall not undertake a new statistical collection, or vary or discontinue a new statistical collection, without the approval of the Statistician-General”* (Art. 23 (1)).

Problems are arising in The Gambia due to duplication of surveys, and the publication of the results of surveys whose methodology was thought to be below standard. The Act does not indicate that researchers and other private institutions carrying out national-wide surveys need the approval of the Statistician-General, but the Statistician-General would like to be granted powers to control surveys. In the case of public bodies carrying out surveys, it does not say how the mechanism for coordination would work. There is no provision for penalties for those who do not comply with the Act in this respect. Neither does the Act specify the timeline given to the Statistician-General to respond to the institutions regarding the approval for new data collection. This could be problematic if delays are caused as a result of this.

The requirements for statistical coordination arising from bilateral discussions with GBOS were that the Statistics Act should be revised to include the following:

- ✓ Researchers, private individuals or individuals, state departments, statutory bodies, local government bodies, private institutions, non-government organisations, whether national or international, that want to conduct statistical surveys on national or provincial shall obtain the prior approval of the Gambia Bureau of Statistics. The approval will take account of the usual activities of the body sponsoring the survey, of the need for such a survey

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and of the methodologies that shall be used. The questionnaires used in the surveys shall be printed with the official stamp of the Gambia Bureau of Statistics.

- ✓ Appropriate penalties shall be provided by the Act to any organ, institution or person, resident or not resident in The Gambia who conducts a survey with aim to obtaining statistical data at the national level or covering at least an entire province, without prior authorisation from the Gambia Bureau of Statistics.

The GBOS authorities has agreed to consult with the Statistics Council on the revision of the Statistics Act and consult a lawyer in order to define an efficient way to speed the process of the revision. A parliamentary process will take a lot of time, possibly one or two years, a presidential order is a faster route.

While better coordination of surveys would seem to be very desirable, particularly where the surveys are sponsored by development partners or other government agencies it will be difficult to control the activities of researchers or the private sector, without being thought to interfere in democratic processes. GBOS should consider revising the law, or the regulations to include:

- a. The right of the Statistician-General to comment in public on the erroneous interpretation and misuse of statistics. This is enshrined in the UN Fundamental Principle of Statistics – principle number 4.
- b. As part of the application of the Principles of the Paris Declaration there should be a donor group established to agree NSS support to statistics, and as part of the MoU development the forward programme of surveys to be sponsored by governmental bodies be agreed in advance with GBOS and the partners concerned.
- c. Consider the option of obtaining a GBOS quality stamp for surveys which are expected to form part of official statistics

### **Governance of the Gambia National Statistical System**

While the new Statistics Act does not explicitly define the compositions of the NSS, it appears that the national statistical system comprises the Gambia Bureau of Statistics as a coordinating agency, all statistical services in the line departments of state, and other key producers and users of statistics information. The Statistics Council oversees the policy context and strategic issues of the NSS. As indicated in the first GDDS2 mission report, GBOS has little capacity to coordinate the NSS. The recruitment of additional, appropriately qualified staff to GBOS has been slow due to constraints on the Statistics Council ability to action all the components of the NSDS implementation plan. This limits the ability of GBOS to focus on the strategic and policy issues of the NSS, in addition to its current activities.

The Conference of Official Statistics, established by the Statistics Act, may have been a suitable annual forum to discuss coordination and other technical issues of the Gambia NSS. Unfortunately, members of this Conference have not yet been appointed by the Council. Therefore, it has not met since the transformation of the NSS in 2006. The stakeholders are convinced that the Council and the Conference should be supported by a more technical committee to be named “*National Statistical System Coordination Committee*” which would meet at least once a quarter. This

NSSC committee should comprise a number of technical sub-committees, organised by subject matter. Each sub-committee should include one representative from GBOS. They should meet as frequently as it may be deemed necessary.

The statistical services in the line departments of state are units of the directorates of planning, but most of them are very weak in terms of statistical skills capacity and they lack financial resources for their activities. Nevertheless, these services will remain, in most cases, responsible for producing their own departmental statistics. Therefore, they need greater attention from development partners to support capacity building in the NSS. To ensure that this capacity building is effective it should be supported in a coordinated way by donors, taking account of GBOS's role.

One of the most problematic governance issue is the lack of harmonisation of donor support to the NSS. Statistics are not prioritised taking demand into account, the majority of statistical funding for data collection come from donors, but donors are not yet harmonised around the NSDS. Development partners of the Gambia NSS have not always provided support to statistics in a way that meets the country's policy needs and the timetables set for monitoring and evaluation (PRSP, MDGs and other sectoral policies and strategies). For example, most statistical surveys undertaken by NSS partners, and by GBOS in particular, are not planned taking into consideration the PRSP monitoring and evaluation indicators timeframe. Surveys are carried out on ad-hoc basis and data analysis and reporting are often delayed.

To strengthen the Gambia NSS a performance mechanism of the NSS is required. Statistical producers should be accountable to the government through the Statistical Council, with the Gambia Bureau of Statistics as the NSS coordinator. The Statistics Council should hold all statistical producers accountable for meeting the performance targets set by the NSS partners in their work plans. The Statistics Council should be required to report on statistical performance to the Department of State for Finance and Economic Affairs (DOSFEA) which is the parent State Department of GBOS or to a higher authority such as Cabinet. A portion of the budget allocation might be dependent on performance to provide an incentive to improve performance.

For this to occur each NSS partner, including GBOS will require an annual rolling work programme, against which performance targets are set in advance, including a release calendar for statistical publications.

### **2.1.2 Memoranda of understanding**

Memoranda of understanding (MOU) have been agreed by NSS producers of statistics as a best way of determining agreements for the technical and institutional coordination of statistics. While the TORs recommend writing two MOUs, five MOUs have been drafted, explained and agreed upon between NSS partner institutions. The MOUs cover the coordination of education statistics, health statistics, agriculture statistics, economic statistics, and electricity, water and telecommunication related statistics.

It was agreed that the timings for data sharing would be included in a timetable attached to the MoU. This will be agreed by the two partners every year.

#### **Economic statistics**

The MOU between the Central Bank of The Gambia (CBG) and GBOS has been drafted in collaboration with the two parties, discussed and agreed upon to be a tool for the coordination of economic statistics produced by each institution. The agreed MOU is presented in the Annex B.1 and it covers the following economic areas:

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The Central Bank of The Gambia will provide GBOS with the following data on an agreed timetable:

- ✓ *Monetary statistics*: the CBG will provide GBOS with quarterly monetary statistics for its use in the GDP estimates and for publication in the quarterly economic report.
- ✓ *Balance of payments*: the CBG will provide GBOS with quarterly BOP estimates for its use in the GDP estimates and for publication in the quarterly economic report.
- ✓ *Data on financial accounts*: the CBG will provide GBOS with annually completed questionnaires, developed by GBOS in collaboration with CBG, related to data on financial accounts of commercial banks and insurance companies for its use in the annual GDP estimates.

The Gambia Bureau of Statistics will provide CBG on time with the following data:

- ✓ *National Accounts statistics*: GDP estimates will be available annually according to the release calendar of GBOS and communicated to CBG.
- ✓ *Price statistics*, including monthly Consumer price index and producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submitted to the CBG.
- ✓ *Social indicators*: GBOS will provide CBG with the agreed social indicators and population projections, coming from administrative sources or surveys and censuses.

The CBG and GBOS have shared responsibility for:

- ✓ *Balance of Payments (BOP) statistics*. GBOS will provide on time to the CBG external trade statistics (including exports and imports data) and tourism statistics for the BOP compilation.
- ✓ *Producer Price Index (PPI)*: GBOS and CBG will collaborate in data collection and data analysis for the quarterly survey of establishments.

### **Education statistics**

The Directorate of Planning of the Department of State for Basic and Secondary Education has agreed with GBOS the MOU presented in the Annex B.2 and covering the following areas:

The Department of State for Basic and Secondary Education (DOSBSE) will provide GBOS with the following education statistics by Local Government Administrative Area (LGA) for its publication in the Statistics Abstract and for its databank. This will be provided on time:

- ✓ *Gross Enrolment Ratio* at Lower Basic School (LBS) and Regional Education Directorate (RED) by sex;
- ✓ *Net Enrolment Ration* at LBS and RED by sex;
- ✓ *National Transition rate* at Upper Basic School by sex;
- ✓ *Participation level* at Upper Basic School by sex;
- ✓ *Gross Enrolment Ration* at Upper Basic School by sex;
- ✓ *Transition Rate* at Senior Secondary School by sex;
- ✓ *Gross Enrolment Rate* at Senior Secondary School by sex;

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- ✓ *Access to education: Gross Intake Rate and Net Intake Rate* at all levels of basic education;
- ✓ *Number of schools by type;*
- ✓ *Number of teachers by qualification, sex and type of schools;*
- ✓ *Number of pupils by type of basic school;*
- ✓ *Annual education income and expenditure by type.*

The Gambia Bureau of Statistics will provide the Department of State for Basic and Secondary Education (DOSBSE) with the following data on an agreed timetable:

- ✓ *Population projections:* updates on population projections by age group and by individual age will be available annually following the calendar release dates of GBOS and communicated to DOSBSE to build its denominators for the calculation of education indicators.
- ✓ *Education data from national household surveys and censuses:* GBOS will provide DOSBSE with available data on education from household surveys, subject to the respect of statistical confidentiality.
- ✓ *Social and economic indicators:* GBOS will provide DOSBSE with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;
- ✓ *Geographic Information System (GIS):* GBOS will provide DOSBSE with any update information on GIS for updating its mapping of education information.

The DOSBSE and GBOS will work in close collaboration in preparation of the education modules in national household surveys and censuses.

The Education Management System is one of the best statistical services in the Gambia NSS. It has a well organised data collection process, a database and maps of education information using geographic information system technology up to the lowest level of school administrative area.

### **Health statistics**

A MOU has been drafted, discussed and agreed upon with the Directorate of Planning and Information of the Department of Health and Social Affairs and GBOS. The MOU is presented in the Annex B.3 and it covers the following areas:

The Department of State for Health and Social Welfare (DOSH) will provide GBOS on time with the following health statistics by region for its publication in the Statistics Abstract and for its databank.

- ✓ *Number of Health facilities by type,*
- ✓ *Number of beds by type of health facility,*
- ✓ *Number of health personnel by qualification,*
- ✓ *Disease and morbidity structure,*
- ✓ *Vaccination statistics and other related data from the Expanded Programme on Immunisation (EPI)*
- ✓ *Nutrition statistics;*
- ✓ *Environmental health data;*
- ✓ *Health income and expenditure.*

The Gambia Bureau of Statistics will provide the Department of State for Health and Social Welfare (DOSH) with the following data on time:

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- ✓ *Population projections: updates on population projections by age group will be available annually according to the release calendar of GBOS and communicated to DOSH to build its denominators for the calculation of health indicators.*
- ✓ *Health data from national household surveys and censuses: GBOS will provide DOSH with available data on health from household surveys and censuses, subject to the respect of statistical confidentiality.*
- ✓ *Social and economic indicators: GBOS will provide DOSH with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;*
- ✓ *Geographic Information System (GIS): GBOS will provide DOSH with any update information on GIS for updating its mapping of health information.*

The DOSH and GBOS will work in close collaboration in preparation of related health surveys and the health module in national household surveys and censuses.

The Gambia Health statistics unit is one of the weaker sectors of the NSS. It does not have enough statistical skills and lacks funding even though the health sector is funded as whole. The Directorate of planning should be proactive and should approach key programmes supporting health sector (Global Funds for health sector) for a larger component of support for the Health Management Information System (HMIS). A budget component to support the HMIS is needed in their monitoring activities.

### **Agriculture statistics**

The Directorate of Planning (DOP) of the Department of State for Agriculture has together with GBOS discussed and agreed upon a MOU for better coordination of agriculture statistics. The MOU is presented in the Annex B.4 and it covers the following areas:

The Department of State for Agriculture (DOSA) will provide GBOS with the following agriculture statistics by region for its use in Gross Domestic Product (GDP) annual estimates, for publication in the Statistics Abstract and for its databank. The statistics will be provided on a timetable to be agreed.

- ✓ *Crops production by type of crop and by Local Government Areas (LGAs);*
- ✓ *Crop cultivated area by LGAs;*
- ✓ *Producer Prices by crop commodities;*
- ✓ *Number of livestock by type;*
- ✓ *Horticulture production.*
- ✓ *Costs of production by type of crops (once means are available for its production) to facilitate GBOS to estimate intermediate consumption for GDP estimates;*
- ✓ *Cost of production of livestock (once means are available for its production) ;*

The Gambia Bureau of Statistics will provide DOSA on time with the following data:

- ✓ *National Accounts statistics by kind of activities (sectors): GDP estimates will be available annually following the calendar release of GBOS and communicate to DOSA.*
- ✓ *Price statistics, including monthly Consumer price index and manufacturing producer price index. The CPI will be made available every 15<sup>th</sup> of the month*

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following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submit to the DOSA.

- ✓ *Social indicators*: GBOS will provide DOSA with the needed social indicators and population projections, coming from other administrative sources or surveys and censuses sources;
- ✓ *Sampling Frame*: GBOS will provide DOSA with the household sampling frame for its agriculture sample surveys and related statistical collections.
- ✓ *Geographic Information System (GIS)*: GBOS will provide DOSA with any update information on GIS for updating its mapping of agriculture information.

The DOSA and GBOS will work in close collaboration in preparation of specific agriculture surveys and on the agricultural module in national household surveys and censuses, including the horticulture survey.

The Directorate of Planning has limited statistical skills and capacity to provide the required data. Agricultural statistics is the less well supported by government and development partners than some other sectoral statistics. It is therefore one of the weaker statistical services in the country. The annual agricultural survey data collection is conducted by 40 permanent enumerators who receive a very low salary, no transport allowances and no other incentives. This situation may impact adversely the quality of the data collected. Data processing is done using very old computers (Pentium III) without an appropriate antivirus protection. This constitutes a high risk of loosing the agriculture data already stored in these computers. Poor quality data on agriculture will result in biased GDP estimates and other associated indicators. Thus, efforts should be made by the government and development partners to build the capacity of the agricultural statistics unit. In this regard, GBOS should play a larger role in the annual agricultural survey data collection, data processing and analysis; in order to raise capacity of the agriculture statistics unit by cooperative means. If the weaknesses persist in the Directorate of Planning at the DOSA, GBOS should takeover the annual agriculture survey from the DOP to assure continuity and quality of agriculture data for a better agriculture sector planning and adequate GDP estimates. Potential development partners should be approached to support this sector using the NSDS as a milestone of coordination of statistical activities. The European Commission has indicated its willingness to support the NSS, and can be approached to include support of agriculture statistics in its programme.

### **Government Finance Statistics**

Government finance statistics in The Gambia are generated using the Finance Management Information System (FMIS) – a World Bank project based at the Department of State for Finance and Economic Affairs (DOSFEA). A draft MOU between the Directorate of Treasury (DOT) of the DOSFEA has been drafted in collaboration with GBOS and sent to the DOT for comments. Unfortunately, the Director of Treasury was out of the country during the period of this mission and the MOU could not be discussed or agreed. However, GBOS took responsibility of getting the MOU agreed to serve a tool of coordination of governance finance statistics. The MOU is presented in the Annex B.5 and it includes the following areas:

The Directorate of Treasury will provide GBOS with the following actual data on a quarterly basis, on time:

- ✓ General government tax revenue: this will include:
  - *Central government tax revenue*: details on taxes on income and property and on taxes on goods and services

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- *Local government tax revenue*: details on taxes on income and property, on taxes on goods and services and other taxes
- ✓ General government expenditure: this will include:
  - *Current expenditure*: details on current transfers including social security, interest payments and other current expenditure including wages and salaries;
  - *Capital expenditure*
  - *Net lending*
  - *Increase in arrears and stock of arrears at end of the year*

The Gambia Bureau of Statistics will provide DOSFEA on time with the following data:

- ✓ *National Accounts statistics*: GDP estimates will be available annually according to the release calendar of GBOS and communicated to DOSFEA.
- ✓ *Price statistics*, including monthly Consumer price index and producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submitted to the DOSFEA.
- ✓ *Social and other economic indicators*: GBOS will provide DOSFEA with the needed social and economic indicators and population projections, coming from other administrative sources or surveys and censuses.
- ✓ *External trade statistics*: GBOS will provide on time to DOSFEA external trade statistics (including details on exports and imports data).

### **Telecommunication, electricity and water statistics**

Telecommunication and other public utilities company are coordinated by the Public Utilities and Regulatory Authority (PURA). GBOS have found it more efficient to deal with PURA to obtain public utilities related statistics, rather than dealing with each company separately. However PURA has indicated that it has experienced problems in getting data on time from the concerned companies. It could not commit to providing GBOS with required data on time in the MOU, as it is not the primary producer of the data required. The agreement was that PURA would share with GBOS whatever data it is able to collect from the public utilities company on a quarterly basis. The MOU is presented in the Annex B.6 and covers the following areas:

The Public Utilities and Regulation Authority (PURA) will provide GBOS on a regular basis with the following statistics aggregated from various telecommunications, electricity, water and sewerage institutions.

- ✓ *Expenditure*, this includes: Raw materials used; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges paid to transporters; Utilities payments (including water, gas); Telecommunications bills; Postal charges; Insurance premiums paid; Wages paid; Consultancy fees; Taxes paid; Depreciation costs; Total call (in pulses or minutes or other standard units) purchased; Purchase of land; Change in stock/inventory; Other Expenditures.
- ✓ *Income/receipts*, this includes: Sale of units of calls; Raw materials sold; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges received; Utilities sold (including water, gas);

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Insurance payments received; Payment for other services rendered to others; Consultancy fees; Subsidies/subventions; appreciation of assets; Other incomes received.

- ✓ *Other key quarterly indicators on production (to be defined).*

The Gambia Bureau of Statistics will provide PURA on time with the following data:

- ✓ *Population projections:* updates on population projections by age group will be available annually according to the release calendar of GBOS and communicated to PURA to build its denominators for the calculation of health indicators.
- ✓ *Social and economic indicators:* GBOS will provide PURA with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;
- ✓ *National Accounts statistics by kind of activities (sectors) and by expenditure:* GDP estimates will be available annually following the calendar release of GBOS and communicate to PURA.
- ✓ *Price statistics,* including monthly Consumer price index and manufacturing producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submit to the PURA.

PURA and GBOS will work in close collaboration in preparation of related telecommunications, electricity, water and sewerage surveys and related module in national household surveys and censuses.

### **2.1.3 Performance based management approach**

A draft approach to performance based management has been discussed and drafted for the Gambia Bureau of Statistics as requested in the Terms of Reference for the mission. In order to meet its targets and fulfil its mission of coordinating the Gambia NSS, GBOS needs to build up its credibility and image by fully implementing its internal operating procedures and regulations. Performance management is one of these regulations. It was noted in discussions during the mission, that GBOS management meetings are done on ad-hoc basis and annual actions plans with clear targets are part of a consultative process. Because of this, staff performance appraisal might cause some frustrations among staff.

The Statistics Council has chosen not to have a full-fledged directorate of Human Resources and Finance in GBOS, as was proposed in the Implementation Plan of GBOS. Only one human resource officer and one senior financial controller are expected to be recruited. This may prove to be a handicap in implementing the proposed performance based management successfully.

#### **Proposed Performance management guidelines**

A detailed *Performance Management Scheme* for GBOS has been proposed in the *Implementation Plan of GBOS*<sup>2</sup>. As it has been emphasised in the report, it is recommended that the performance based management approach for GBOS follows the following steps:

##### **Step 1**

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<sup>2</sup> Implementation Plan of the Gambia Bureau of Statistics, *Mary Strode, Philippe Gafishi and Mary Straker – OPM, September 2006*

*Once the human resource team is recruited, the Statistician-General supported by the Human resource team should hold a staff meeting and emphasise the importance of the new performance management approach to assist GBOS to achieve its strategic goals, as per the Strategic Plan of the Development of Statistics. The Statistician-General should emphasise that the performance management approach is a pilot programme and that it will start with himself, the Directors and the Principal and Senior Statisticians and Statisticians, and then work through the organisation.*

## **Step 2**

*The human resource team should then hold short meetings with each Directorate in GBOS with the Director supporting the meeting. They should go over the principles and practice of the performance management approach allowing staff to ask any questions. They should then agree on membership of the various teams within the Directorate.*

## **Step 3**

*The Human Resource team should then work with the various teams in each Directorate and agree the key performance areas for each team as per Job Descriptions and what the team has to achieve in order to support delivery of the NSDS. Once the key performance areas are agreed, they should allow the individuals in the teams to decide on some examples of Individual Performance Targets and how they would measure the conduct of their performance. The number of Individual Performance Targets set may vary depending on the specific role and responsibilities of each staff member. However, it is recommended that between three and five Individual Performance Targets are agreed under each of the four performance areas specified in the form.*

The *Individual Performance Targets* should be SMART (specific, measurable, achievable, relevant and time-related). They should also be consistent with the overall work of the team with Directorate/Section and GBOS objectives and quality standards.

What is important here is that they are clear about the **evidence** (documents, memos, reports, meetings attended) that would demonstrate how they were working to achieve their targets. When they have achieved this, the individual should consider their developmental objectives.

## **Step 4**

*Individual officers should now meet with their line managers to agree their Individual Performance Targets and Development Objectives. The performance base management forms are completed signed and copies are passed to the Human resource team.*

As noted above the number of *Individual Performance Targets* set may vary depending on the specific role and responsibilities of each staff member. However, it is recommended that between *three and five Individual Performance Targets* are agreed under each of the four performance areas specified in the form.

The *Individual Performance Targets* should be **SMART** (specific, measurable, achievable, relevant and time-related). They should also be consistent with the overall work of the team with Directorate/Section and GBOS objectives and quality standards. When the line manager has agreed and documented the *Individual*

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*Performance Targets* for each staff member using the form, the line manager and the staff member should sign and date the form and pass it on to the Senior Manager for review. *Both the line manager and the staff member should retain copies of the form for reference during the next year.*

### **Step 5**

*Once the Individual Performance Targets have been agreed and the performance based management form completed the line manager should monitor the work performance of the relevant members against the agreed Individual Performance Targets, using the copies of the forms as reference where required. It is advisable that the Human Resource team check with managers and try to mentor them through this process of supporting their staff, where possible.*

If any new member of staff joins the team during this period, the Human Resource team and the Director should go through the process described above i.e. set *Individual Performance Targets* for the new staff member within the context of his/her overall work targets and objectives, and taking account of the previous experience of the staff member.

### **Step 6**

*At the end of the year period, the Human Resources Team should return the original copies of the completed forms to the line manager and appraisee. At this time, the line manager will be requested to complete the appraisal process by:*

- ✓ Completing the remaining sections of all forms - the second column of section A "*achievement of targets*"; section B "*competencies*": section C "*overall performance*";
- ✓ Specify *Individual Performance Targets* for the next year, using new forms.

## **Proposed Performance Management Forms**

The form is divided into three sections of performance areas:

- ✓ Section A concerns *Individual Performance Targets*. Four distinct target areas are specified, the first three relating directly to the work as described in the Job Description, the fourth being developmental (i.e. personal skills improvements that will enable the staff member to work better),
- ✓ Section B concerns the competences, specified as communications, time management, teamwork and quality of output,
- ✓ Section C requires an overall assessment of the performance of the staff member concerned during the previous six months.

These examples are guidelines only: *Individual Performance Targets* should be agreed with each staff member based on their individual roles, responsibilities and experience.

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Some examples are given on the attached form in order to assist with setting appropriate *Individual Performance Targets* in each performance area.

The example of a Performance Based Management Form is found in the Annex C.

## **2.2 Priority 2: Training policy for GBOS**

The shortage of qualified statisticians in GBOS and in the statistics units of the line departments of state has been identified as one of the handicaps to the development of the Gambia NSS as already described in the GDDS Phase 2 first report<sup>3</sup>.

The recruitment process of GBOS staff has taken almost two years and only 6 directors and 7 senior statisticians have been recruited to date. Sixty-six positions are still under advertisement and there is little hope of getting enough qualified statisticians with the required skills to fill the positions. The number of staff to be recruited in GBOS is specified by seniority as *principal*, *senior* and *statisticians* or equivalent, and *non-professionals* as follows<sup>4</sup>:

### **Principal Positions**

1. Principal statistician : Prices (1 position)
2. Principal statistician: Business Enterprises Surveys (1 position)
3. Principal statistician: Social Statistics (1 position)
4. Principal Statistician: Coordination and Quality (1 position)
5. Principal Statistician: Dissemination and requests (1 position)
6. Principal Human resources Manager (1 position)

### **Senior Positions**

7. Senior Statistician: Labour and Employment Statistics: (1 position)
8. Senior Statistician: Gender Statistics (1 position)
9. Senior Statistician: General Data Dissemination System (GDDS) / Dev Info coordination (1 position)
10. Senior Public Relations Officer (1 position)
11. Senior Financial Controller (1 position)

### **Statistician and Equivalent Positions**

12. Statistician: National Accounts (1 position)
13. Statistician: Producer Price Index (PPI) (1 position)
14. Statistician: Government Finance and Monetary Statistics (1 position)
15. Statistician: Agriculture statistics (1 position)
16. Statistician: Household surveys (1 position)
17. Statistician: Education statistics (1 position)
18. Statistician: Health statistics (1 position)
19. Librarian (1 position)
20. IT Programmer / Analyst (1 position)
21. Geographic Information System (GIS) / Cartography specialist (1 position)
22. IT Technician – Hardware and maintenance (1 position)
23. Website Manager (1 position)
24. Information Technician – Helpdesk (1 position)

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<sup>3</sup> General Data Dissemination System – Phase2 : Management of the National Statistical Systems Module – Technical assistance to the Gambia NSS with regards to NSS Coordination, Training and Capacity Building, and Budget and Funds, The Gambia. Philippe Gafishi, July 2008.

<sup>4</sup> Applications have reached GBOS office on Wednesday 13th August 2008. A check list has been done but interviews are planned to be conducted later in October – December 2008.

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25. Archivist (1 position) Human resources Officer – Performance management (1 position)
26. Procurement and Logistic Officer (1 position)
27. Internal Audit Officer (1 position)

### **Other Positions**

28. Administrative Assistant – Secretary to the SG (1 position)
29. Cadet Statistician: National Account (1 position)
30. Cadet Statistician: Consumer Price Index (1 position)
31. Cadet Statistician: External Trade Statistics and Balance of Payments (1 position)
32. Cadet Statistician: Household surveys (1 position)
33. Cadet Statistician: Population and Demography (1 position)
34. Cadet Statistician: Coordination and Quality (1 position)
35. Publications Officer (1 position – non professional)
36. Information Assistant Officer ( 1 position – non professional)
37. Cadet IT Programmer (1 position)
38. Archivist – Questionnaires ( 2 positions – non professional)
39. Receptioniste ( 1 position)
40. Accounts Clerk (1 position – non professional)
41. Senior Statistical Clerk : Enumerator (1 position)
42. Statistical Clerk – Enumerator (14 positions)

The fact that the staff were not yet in their positions in GBOS has prevented the full training needs assessment to be well done. However, an attempt was made to work with the directors and the top managers of GBOS to identify the best possible training policy for the moment. The training policy should be revised once the recruitment is completed.

### **2.2.1 Guiding principles of GBOS training policy**

The following principles should guide the training policy objectives:

- ✓ The Gambia Bureau of Statistics success will depend upon meeting its objectives set out in the NSDS by the Statistics Council. This will be achieved through staff who are competent in their roles. Thus, training and staff development will make GBOS a more effective government agency.
- ✓ Training and staff development should be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. This encompasses a range of activities including, e.g. involvement in various survey projects, attendance at training courses, conferences or seminars, visits to other similar institutions, formal study, coaching and mentoring.
- ✓ Training and staff development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives.
- ✓ The provision of training and development activities should consider the development needs identified and how these can be met. This should focus

on development activities that add value to the business, enabling GBOS to meet its strategic objectives.

- ✓ The responsibility for identifying training and staff development needs and carrying out agreed training and development activity is shared between the line manager and the individual member of staff. GBOS should encourage and support appropriate training and staff development. Reasonable time and financial support should be allocated.
- ✓ Each staff member is required to assume responsibility for his/her own development and training, which includes both participation in planned activities, within the framework of support provided by GBOS, and making use of opportunities to learn when they are presented. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.
- ✓ Staff development and training provision should be evaluated and reviewed to ensure that it is adequate, relevant, effective and provides value for money.
- ✓ GBOS should be committed, through its performance review process, to the creation of training opportunities for all staff, and should work to ensure equality of opportunity across all training activity. Equal opportunities will be monitored specifically and reported on annually to the Statistics Council.
- ✓ GBOS should monitor and evaluate training activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.

### **2.2.2 Priorities for GBOS staff training for short and medium term**

The staff training and development priorities have been identified following the types of training recommended in the Terms of Reference.

#### **(i) Training on the job and training inside GBOS**

Training on the job has been defined as individual's training with assistance while working on his/her normal work. This includes learning by doing, workshops, seminars and practices. The identified priority courses to be held inside GBOS should include other NSS statistical personnel as much as possible.

The following table contains the identified area of training, the duration, the expected outputs and estimated costs, where possible.

**Table 2.1 On the job training priorities**

Area of training	Period and duration	Expected output/outcome	Number of staff in need	Estimated costs (in dalasis)
Producer Price Index (PPI)	2 weeks, 2009	PPI is regularly produced and published every quarter by GBOS staff and staff skills are improved	12	360,000
National Accounts Statistics	4 weeks, 2009	Improved skills of national accounts staff and produce and publish improved GDP estimates on a regular basis	15	180,000
External trade statistics	2 weeks, 2009	Improved skills of staff working on trade statistics by using appropriate software and producing adequate publication on time	10	300,000
Gender statistics	2 weeks, 2010	Improved skills of staff working on gender statistics by producing gender parity index and other related statistics	05	150,000
Development of data collection tools and survey methods	4 weeks, 2009	Standardised data collection tools and survey methods guidelines are available and related staff skills are improved	20	240,000
Basic data processing, data management and data archiving	4 weeks, 2010	Improved skills and knowledge of staff in using appropriate statistical software for data processing, analysing and archiving (CsPro, SPSS, STATA, ...)	15	180,000
Basic website development, maintenance and updating	3 weeks, 2009	User friendly and updated GBOS website, ICT staff trained ready to manage the website	05	337,500
Data analysis and report writing	2 weeks, 2010	Improved quality of statistics reports and skills of staff involved in report writing	20	600,000
Creating demand for Statistics and quality assurance of production and use of statistics	2 weeks, 2010	Trained staff for statistics quality assurance and increasing demand for statistics	20	600,000
Development and use of a sampling frame, and classifications	2 weeks, 2010	Updated sampling frames, and adapted classification to the national context.	10	300,000

As indicated previously, to make this training effective, it is important to recruit to the GBOS 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 GBOS. 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.

**(ii) Training inside the Gambia but outside GBOS**

The University of The Gambia provides a number of opportunities for statistics training, but has limited capacity and needs support to make the training available in the country. Currently the University has a Department of Economics and Management where basic courses of statistics are taught. The University has experience in teaching specialised courses for particular need. A training programme of "Accounting" has been initiated by the Treasury Department and is supported by the Islamic Development Bank (IDB) and this has been a success in providing well trained personnel in accounting for the private and public market. A similar training programme of "Banking and Finance" is being supported by private companies for 4 years, and the University is prepared to take over all the programmes at the end of the supporting period. Similar training programme in statistics could be provided.

Three options for statistics training have been identified:

- ✓ A degree of economics with minor in statistics;
- ✓ Short courses of statistics - 3 months to one year - with organised modules which can lead to a certificate and diploma in statistics;
- ✓ A full-fledged department of statistics.

**a) Degree of economics with minor in statistics**

This option is good for regular undergraduate students who might want to take a minor in statistics while completing the economics degree programme. This needs to review and the development a new curriculum for the statistics module. Graduates from this option could work to support statistical development in the NSS as well as in the private sector.

To run this programme option, the University will need a full-time resident qualified statistician to develop the new curriculum for incorporation into the economics programme; and teach some specialised statistical courses for at least the first two years. In addition, a library of statistics material and some career incentives for students with minor in statistics are needed.

**b) Certificate and diploma courses in statistics**

Certificate and Diploma courses in statistics could be designed primarily for GBOS and NSS personnel, who would study while working in their normal duties. This programme should be organised for evening sessions to allow staff attend the courses. It is assumed that this option will be of six months each and will cover a number of 20 students. The University of The Gambia will take full ownership of the programme. A senior statistician lecturer with PhD in statistics or Masters in statistics with 10 years relevant experience will be hired as lead consultant. He will be supported by additional 3 other statistician with Masters in statistics to assist in

courses delivery. This option has the advantage that it would retain staff in their jobs, while offering an incentive to remain in the public service. Qualifications have been found in other parts of Africa to provide a substantial incentive.

A similar programme has been developed in francophone countries, especially in Ivory Coast by the “*Institut de Statistique et Economie Appliquée*”. The short term programme is now open to other statisticians from francophone Africa countries.

The proposed cost estimates for this option is as follows:

**Table 2.2 Proposed budget for certificate & diploma courses in statistics**

	<i>Number</i>	<i>Unit cost in Dalasis</i>	<i>Total cost in Dalasis</i>
<b>Teaching Personnel Costs:</b>			
Senior Statistician (Lead Consultant)	1	480,000	480,000
Statisticians	3	300,000	900,000
Recruitment expenses	10%		69,000
Medical	4	5,000	20,000
<b>Sub-total</b>			<b>1,469,000</b>
<b>Infrastructural requirements</b>			
Rent of space for lecture	1	100,000	100,000
Rent of space for computer lab	1	100,000	100,000
Rent of space-staff	1	100,000	100,000
Desk top computers	25	30,000	750,000
Server	1	80,000	80,000
Printers	2	15,000	30,000
Copier	1	60,000	60,000
Furniture for lecture hall	25	5,000	125,000
Furniture for computer lab	25	5,000	125,000
Internet connectivity/Networking	1	150,000	150,000
Internet subscription	1	25,000	25,000
Laptop	1	40,000	40,000
Projector	1	40,000	40,000
Air conditioners	8	15,000	120,000
<b>Sub-total</b>			<b>1,845,000</b>
<b>Operating costs</b>			
Computer software (SPSS & Stata)	2	50,000	100,000
White board	2	2,000	4,000
Consumables (paper, markers etc)			25,000
Electricity & Water	12	7,500	90,000
Telephone	12	1,500	18,000
<b>Sub-total</b>			<b>237,000</b>
<b>Tuition fees</b>	20	20000	<b>400,000</b>
<b>Grand total</b>			<b>3,951,000</b>

(US\$1=0.04GMD)

**c) Full-fledged Bachelor of Science Degree in Statistics**

This programme is a long term objective and needs a long process of preparation and significant financial support. The assumptions are based on an entry class of 20 students per year.

The estimated costs of the programme for four years are as follows:

**Table 2.3 Proposed budget for Bachelors of Science Degree in statistics (in Dalasis)**

	<i>Number</i>	<i>Unit Cost</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Total</i>
<b>Teaching Personnel Costs:</b>							
Senior Lecturer/Head	1	480,000	480,000	528,000	580,800	638,880	2,227,680
Lecturer 1	1	350,000	350,000	385,000	423,500	465,850	1,624,350
Lecturer 11	2	300,000	600,000	660,000	726,000	798,600	2,784,600
Recruitment expenses	10%		71,500				71,500
Medical	4	5,000	20,000	22,000	24,200	26,620	92,820
<b>Sub-total</b>			<b>1,521,500</b>	<b>1,595,000</b>	<b>1,754,500</b>	<b>1,929,950</b>	<b>6,800,950</b>
<b>Infrastructural requirements</b>							
Building (offices, lecture/computer lab)	1	5,000,000	5,000,000				5,000,000
Desk top computers	25	30,000	750,000				750,000
Server	1	80,000	80,000				80,000
Printers	2	15,000	30,000				30,000
Copier	1	60,000	60,000				60,000
Furniture for lecture hall	25	5,000	125,000				125,000
Furniture for computer lab	25	5,000	125,000				125,000
Internet connectivity/Networking	1	150,000	150,000				150,000
Internet subscription	1	25,000	25,000	27,500	30,250	33,275	116,025
Laptop	1	40,000	40,000				40,000
Projector	1	40,000	40,000				40,000
Air conditioners	8	15,000	120,000				120,000
<b>Sub-total</b>			<b>6,545,000</b>	<b>27,500</b>	<b>30,250</b>	<b>33,275</b>	<b>6,636,025</b>
<b>Operating costs</b>							
Computer software (SPSS & Stata)	2	50,000	100,000				100,000
White board	2	2,000	4,000				4,000
Consumables		25,000	25,000	27,500	30,250	33,275	116,025
Electricity & Water	12	7,500	90,000	99,000	108,900	119,790	417,690
Telephone	12	1,500	18,000	19,800	21,780	23,958	83,538
<b>Sub-total</b>			<b>237,000</b>	<b>146,300</b>	<b>160,930</b>	<b>177,023</b>	<b>721,253</b>
<b>Tuition fees</b>	20	20,000	<b>400,000</b>	<b>440,000</b>	<b>484,000</b>	<b>532,400</b>	<b>1,856,400</b>
<b>Grand total</b>			<b>8,703,500</b>	<b>2,208,800</b>	<b>2,429,680</b>	<b>2,672,648</b>	<b>16,014,628</b>

**(iii) Training outside the Gambia**

Training outside the Gambia should be the last resort, when no opportunities are available in the country. This includes specialised masters' level degree in statistics and short courses, workshops and seminars organised in the region and overseas. Identified priorities of training outside the Gambia are as follows:

**Table 2.4 Priorities for training outside the Gambia**

Area of training	Period and duration	Expected outputs/ outcomes	Number of staff in need	Estimated costs
<b>Statistical Organisation Management</b>				
Managing Statistical Organisation for High Quality Delivery	3 weeks, 2009 3 weeks, 2010 3 weeks, 2011	Trained GBOS manager and well managed organisation	08	
Human Resources Management in Statistical Organizations	2 weeks, 2009 2 weeks, 2011	Well trained HR staff and well organised institution	08	
Strategic Planning	3 weeks, 2009 3 weeks, 2010	Results based planning of GBOS	08	
Financial control and budget management	3 weeks, 2009 3 weeks, 2011	Improved financial and budget management and reporting in GBOS	05	
<b>Sampling and surveys</b>				
Sampling and survey methods	4 weeks, 2010 4 weeks, 2011	Improved skills of staff in charge of surveys, well organised surveys and comparable results	05	
Poverty analysis methods	3 weeks, 2010 3 weeks, 2011	Staff capable to analyse poverty indicators from different sources and poverty indicators published on a regular basis	10	
<b>National Accounts and Economic Statistics</b>				
Economic statistics (Masters level)	1 year, 2009 1 year, 2010 1 year 2011	A high qualified staff in economic statistics	03	
Tourism satellite accounts	6 weeks, 2010	Tourism satellite accounts produced and staff skills improved	10	
<b>Social Statistics and population dynamics</b>				
Social and population statistics methods (Masters level)	1 year, 2009 1 year, 2010 1 year 2011	A high qualified staff in social and population statistics	03	
Data dissemination methods and tools	3 weeks, 2009	Improved friendly dissemination system and data available to users	10	
<b>ICT</b>				
Statistical data processing techniques	4 weeks	Data processing skills improved and data management organised	Not available	
Computer programming and data management	1 year, 2010 1 year, 2011	A high qualified staff in computer programming and data management; reduce dependence on outsiders skills in data processing and management	02	

### **2.2.3 Level of responsibilities for training implementation**

#### **Individual staff responsibility**

The process of training and development is most effective when each individual staff takes responsibility for his/her own learning. This include taking an active role in planning one's own personal development, undertaking agreed development activities, and evaluating the effectiveness of these. Individual should recognise what they have leaned and how they applied the outcomes of training and development activity in their work.

#### **Directors / Line managers' responsibility**

Directors should be responsible for implementing GBOS policy on training and development. Specially, their role should be to ensure that the training and development needs of their staff are identified, taking account of both individuals and groups, and that these are appropriately addressed. Directors should play an important role in encouraging and facilitating staff's involvement in training and development activities, both as participants or organisers, and in providing guidance and feedback with regards to the skills and knowledge required for their current role.

#### **Senior management (SG & DSG)responsibility**

Senior management should be responsible for actively encouraging training and development as a means to enable GBOS to meet its objectives, and for ensuring that resources are made available for this purpose.

#### **Human resource unit responsibilities**

The Human Resources Unit should play the facilitation role in relation to training and development of GBOS staff. This includes:

- *providing the tools to support training and development (eg, the performance review process, ....);*
- *advising and encouraging individuals and those with line management responsibilities about training and development matters;*
- *coordinating the delivery of certain training and development activities;*
- *managing the GBOS budget for training and development and ensuring consistency of allocation;*
- *maintaining records with regard to the development of GBOS staff*
- *preparation of an organization-wide training needs analysis and an annual GBOS training plan.*

The Human Resource Unit should produce a costed training and development plan each year once all performance review documentation has been received and analysed. This should summarise the development needs identified at the level of GBOS as a whole, for particular groups or teams, and for individuals. The training and development plan should then be submitted to the Statistician-General for approval.

### **2.2.4 Access to training**

The extend to which a training activity should be supported by GBOS will depend on a number of factors including:

- *The relevance of the training need to achieving the strategic plan objectives;*
- *Financial costs to GBOS;*

- *Any additional staff cover required and impact on colleagues;*
- *The amount of development support that it is reasonable for any one member of staff to undertake in a given period;*
- *Availability of funds in the training and development budget.*

GBOS should seek to ensure that training and development opportunities are available for all. This principle does not, however, imply an automatic right of individuals to particular training activities or a right to undertake training and development actions within specified periods of time. Directors should be responsible for ensuring that the training needs of all staff are given fair consideration and that the needs of staff employed on a part-time or short-term basis are addressed equitably. Training opportunities might also be used as a positive incentive to staff who have performed well in the previous year.

The member of staff who has received training should be bound to serve in the government for at least 3 years.

### **2.2.5 Monitoring and Evaluation of the training**

Each individual member of staff should maintain records of training in which they have been involved. Summary report should be attached to an application for training as a record of how previous training has been applied at work. Human resource unit should maintain records of any formal training, including any funded courses not contained within the GBOB regular budget, and will use this to produce management information with regard to participation, costs and categories of staff who attended training.

All training activities should be evaluated, in respect of their effectiveness from both an organisational and a personal perspective. The performance appraisal process is the primary means of evaluating training. The individual and their directors/line managers should use the performance appraisal meeting to evaluate the extent to which agreed training activities have achieved the intended strategic objectives and, where necessary, plan the next steps. Unplanned development opportunities that arise in the course of normal work activity should also be reflected upon in order to identify how this might improve future work activities. Following the performance appraisal meeting, a written summary of all the matters discussed should be produced and forwarded to Human Resource Unit, in accordance with the performance appraisal process.

Human Resource Unit is responsible for analysing the performance appraisal documentation and training and development evaluation forms with regard to the effectiveness of training and development activity, and where necessary taking follow up action. The evaluation data will inform future practice with regard to advising staff on the training and development opportunities available to them and booking training courses.

Annually a brief report will be produced by Human resource unit for the Statistician-General summarising the impact of training and development on work performance and any relevant feedback from the staff consultation.

## Annex A Memorandum of Understanding (MOUs)<sup>5</sup>

### A.1 Memorandum of Understanding (MOU) between the Central Bank of The Gambia (CBG) and the Gambia Bureau of Statistics (GBOS)

*Agreement related to the coordination, exchange and periodic reporting of economic statistics, signed on ..... 2008, between the Central Bank of The Gambia (CBG) and the Gambia Bureau of Statistics (GBOS).*

The relevant unit of the Central Bank of The Gambia (CBG) is legally represented by the Director of Economic Research and,

The relevant unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts.

#### Considerations

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between the Central Bank of The Gambia (CBG) and the Gambia Bureau of Statistics (GBOS);

*Recognise* the great need to enhance the coordination of the National Statistical System in The Gambia in general and of economic statistics in particular;

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

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

*Recognise* that data and evidence from data is central to the national policy and planning process and must form the basis of practices in every sector for monitoring, evaluation and impact assessment;

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

*Note* 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; and

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<sup>5</sup> The development of the MOUs has taken into account recommendations provided by the World Bank GDDS project Management in the document named “*Explanation of the Use of Memorandums of Understanding by statistical organizations. Example of The Netherlands*”.

*Recognise* that the Gambia Bureau of Statistics (GBOS) and the Central Bank of The Gambia (CBG), want to work together in providing and exchanging relevant economic data on time that is required by the Country policies and programmes.

**Article 1. Purpose of the Agreement**

1. The purpose of this MOU is to provide a framework for the coordination, exchange and reporting of data; 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 note the forms in 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.

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

**Article 2: Role of parties and way of working.**

1. The Central Bank of The Gambia will provide GBOS with the following data, on time:

- **Monetary statistics:** the CBG will provide GBOS with quarterly monetary statistics for its use in the GDP estimates and for publication in the quarterly economic report.
- **Balance of payments:** the CBG will provide GBOS with quarterly BOP estimates for its use in the GDP estimates and for publication in the quarterly economic report.
- **Data on financial accounts:** the CBG will provide GBOS with annually completed questionnaires, developed by GBOS in collaboration with CBG, related to data on financial accounts of commercial banks and insurance companies for its use in the annual GDP estimates.

2. The Gambia Bureau of Statistics will provide CBG on time with the following data:

- **National Accounts statistics:** GDP estimates will be available annually according to the release calendar of GBOS and communicated to CBG.
- **Price statistics,** including monthly Consumer price index and producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submitted to the CBG.
- **Social indicators:** GBOS will provide CBG with the needed social indicators and population projections, coming from other administrative sources or surveys and censuses.

3. The CBG and GBOS have shared responsibility for:

- **Balance of Payments (BOP) statistics.** GBOS will provide on time to the CBG external trade statistics (including exports and imports data) and tourism statistics for the BOP compilation.
- **Producer Price Index (PPI):** GBOS and CBG will collaborate in data collection and data analysis for the quarterly survey of establishments.

**Article 3: Planning and time of delivery.**

1. The CBG needs a quick and reliable access to data compiled by GBOS, and GBOS needs similar access to data compiled by the CBG. The parties agree for the timely exchange of electronic data, including individual records, as it may be deemed necessary, subject to the respect of statistical confidentiality.

2. The delivery of the data to each institution will be done following their respective production and publication timeframes. The condition is that both institutions that have to present data will do so in time. Both CBG and GBOS will discuss this and will draft a document that list the agreements made.

**Article 4: Quality standards**

The data to be delivered to each institution will have to meet the defined quality standards.

**Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in their respective annual budget.

**Article 6: Leadership, Cooperation and Communication.**

1. For this agreement, the relevant leading technical unit of the Central Bank of The Gambia (CBG) is legally represented by the Director of Economic Research, and

2. The relevant leading technical unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts.

3. The CBG and GBOS will cooperate through bilateral contacts, through participation in working meetings of the BOP and monetary committees, through the National Statistics Council (NSC) meetings and through the Conference of Official Statistics annual meetings.

4. Management on a daily basis will be run by the Principal Statistician in charge of National Accounts of GBOS and the Balance of Payments Unit representative of the CBG.

5. To guarantee an orderly flow of work the Management Committee will be formed, for the Central Bank of The Gambia (CBG), by the Director of Economic Research; ....., and for the Gambia Bureau of Statistics (GBOS), by the Director of Quality, Coordination and Dissemination; the Director of National Accounts; the Director of Prices and Government Finance Statistics; the Principal Statistician in national accounts.

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6. At least once a year the unit leaders will report to the Management Committee.

7. 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 Research 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 Management Committee will endeavour to come to an agreement.

8. All matters that are not defined in this agreement will be decided upon by the Management Committee.

9. The signatories represent the institutions providing economic statistics covered by this MOU. They will oversee the implementation of the MOU.

**Article 7: Costs, invoicing, payments**

Both CBG and GBOS will not claim any cost from each other. However, the two institutions will share costs for currying out some of relevant statistical activities if need arises.

**Article 8: Copyrights, Authorship and Reproduction of data**

1. The copyright of the work done by both CBG and GBOS will remain with the relevant institution. The two institutions can make use of that according to the established rules.

2. The CBG and GBOS may reproduce, in electronic or hard copy publications, data compiled by the other party. In principle, both parties may reproduce the data as most recently released by the other party as a prime source. The data may be aggregated, or seasonally adjusted in a different way by the party reproducing them without reference to the other party. The parties shall consult each other on any other major modification to the data published.

**Article 9: Duration of the agreement and updates**

This agreement will last as long as it may be deemed necessary. 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.

Signed in two copies

Date: .....

**For the Central Bank of The Gambia**

**For the Gambia Bureau of Statistics.**

The Director of Economic Studies

The Director of National Accounts

The Governor

The Statistician-General

**A.2 Memorandum of Understanding (MOU)  
between the Department of State for Basic and Secondary  
Education (DOSBSE) and the Gambia Bureau of Statistics (GBOS)**

***Agreement related to the coordination, exchange and periodic reporting of education statistics, signed on ..... 2008, between the Department of State for Basic and Secondary Education (DOSBSE) and the Gambia Bureau of Statistics (GBOS).***

The relevant unit of the Department of State for Basic and Secondary Education (DOSBSE) is legally represented by the Director of Planning and Budgeting, and

The relevant unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of Social Statistics.

**Considerations**

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between the Department of State for Basic and Secondary Education (DOSBSE) and the Gambia Bureau of Statistics (GBOS);

*Recognise* the great need to improve the coordination of the National Statistical System in The Gambia in general and of education statistics in particular;

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

*Note* that to fulfil this mandate the Gambia Bureau of Statistics will publish and disseminate statistical reports on a regular basis, especially the “*Statistics Abstract*”;

*Recognise* 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;

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

*Note* that the Department of State for Basic and Secondary Education (DOSBSE) is the leading Government Agency, which has the technical expertise in the production

and reporting of education statistics from administrative sources and related indicators; and

*Recognise* that the Gambia Bureau of Statistics (GBOS) and the Department of State for Basic and Secondary Education (DOSBSE), want to work together in providing and exchanging the relevant education data on time that is required by the Country.

### **Article 1. Purpose of the Agreement**

1. The purpose of this MOU is to provide a framework for the coordination, exchange and reporting of data; to set out the respective areas of responsibilities in education statistics at national level of the Department of State for Basic and Secondary Education (DOSBSE) and the Gambia Bureau of Statistics (GBOS); to note the form in which cooperation between the DOSBSE 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 education data from users; and to promote high quality and consistent education statistics at national level for the use of policy-makers and the general public.

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

### **Article 2: Role of parties and way of working.**

1. The Department of State for Basic and Secondary Education (DOSBSE) will provide GBOS on time with the following education statistics by Local Government Administrative Area (LGA) for its publication in the Statistics Abstract and for its databank:

- **Gross Enrolment Ratio** at Lower Basic School (LBS) and Regional Education Directorate (RED) by sex;
- **Net Enrolment Ration** at LBS and RED by sex;
- **National Transition rate** at Upper Basic School by sex;
- **Participation level** at Upper Basic School by sex;
- **Gross Enrolment Ration at** Upper Basic School by sex;
- **Transition Rate** at Senior Secondary School by sex;
- **Gross Enrolment Rate** at Senior Secondary School by sex;
- **Access to education: Gross Intake Rate and Net Intake Rate** at all levels of basic education;
- **Number of schools by type;**
- **Number of teachers by qualification, sex and type of schools;**
- **Number of pupils by type of basic school;**
- **Annual education income and expenditure by type.**

2. The Gambia Bureau of Statistics will provide the Department of State for Basic and Secondary Education (DOSBSE) on time with the following data:

- **Population projections:** updates on population projections by age group and by individual age will be available annually following the calendar release of GBOS and communicate to DOSBSE to build its denominators for the calculation of education indicators.

- **Education data from national household surveys and censuses:** GBOS will provide DOSBSE with available data on education from household surveys, subject to the respect of statistical confidentiality.
- **Social and economic indicators:** GBOS will provide DOSBSE with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;
- **Geographic Information System (GIS):** GBOS will provide DOSBSE with any update information on GIS for updating its mapping of education information.

3. The DOSBSE and GBOS will work in close collaboration in preparation of the module of education in related national household surveys and censuses.

### **Article 3: Planning and Time of delivery.**

1. The Department of State for Basic and Secondary Education (DOSBSE) needs reliable access to education data compiled by GBOS, and GBOS needs similar access to data compiled by the DOSBSE. The parties agree for the timely exchange of electronic data, including individual records, as it may be deemed necessary, subject to the respect of statistical confidentiality.

2. The delivery of the data to each institution will be done following their respective production and publication timeframes. The condition is that the institutions that have to present data will do so in time. Both DOSBSE and GBOS will discuss this and will draft a document that list the agreements made on the timeframe.

### **Article 4: Quality standards**

The data to be delivered to each organisation will have to meet the defined quality standards.

### **Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in their respective annual budget. However, one institution may subcontract another to carry out specific technical activities related to improvement of education statistics, whereby the first will take care of needed resources.

### **Article 6: Leadership, Cooperation and Communication.**

1. For this agreement, the relevant leading technical unit of the Department of State for Basic and Secondary Education (DOSBSE) is legally represented by the Director of Planning and Budgeting, and

2. The relevant leading technical unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of Social Statistics.

3. The DOSBSE and GBOS will cooperate through bilateral contacts, through participation in working meetings on education statistics, through the National Statistics Council (NSC) meetings and through the Conference of Official Statistics annual meetings.

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4. Management on a daily basis will be run by the Statistician in charge of education statistics of GBOS and the counterpart education statistician in charge of Education Management information System (EMIS) of the DOSBSE.

5. To guarantee an orderly flow of work, the management committee will be formed, for the Department of State for Basic and Secondary Education (DOSBSE), by the Director of Planning and Budgeting, EMIS manager, and for the Gambia Bureau of Statistics (GBOS), by the Deputy Statistician-General; the Director of Quality, Coordination and Dissemination; the Director of Social Statistics; Senior Statistician in charge of population and demography; and the Statistician in charge of education statistics.

6. At least once a year the unit leaders will report to the Management Committee.

7. To the extent possible, disagreement between the DOSBSE 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 Planning and Budgeting of the DOSBSE and the Director of Social Statistics of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Management Committee will endeavour to come to an agreement.

8. All matters that are not defined in this agreement will be decided upon by the Management Committee.

9. The signatories represent the institutions providing education statistics covered by this MOU. They will oversee the operation of the MOU.

### **Article 7: Costs, invoicing and payments**

Both organizations will not claim any costs from each other for exchanging data covered by this MOU.

### **Article 8: Copyrights, Authorship and Reproduction of data**

1. The copyright of the work done by both DOSBSE and GBOS will remain with the relevant institution. The two organisations can make use of that according to the established rules.

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

### **Article 9: Duration of the agreement and updates**

This agreement will last as long as it may be deemed necessary. This MOU is effective from ..... Its operation will be monitored and will be reviewed annually. At the request of either party, the Department of State for Basic and Secondary Education (DOSBSE) and the Gambia Bureau of Statistics (GBOS) may review and update this MOU.

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Signed in two copies

Date: .....

**For the Department of State for Basic  
and Secondary Education (DOSBSE)**

**For the Gambia Bureau of Statistics  
(GBOS)**

The Director of Planning and  
Budgeting

The Director of Social Statistics

The Permanent Secretary

The Statistician-General

**A.3 Memorandum of Understanding (MOU)  
between the Department of State for Health and Social Welfare  
(DOSH) and the Gambia Bureau of Statistics (GBOS)**

***Agreement related to the coordination, exchange and periodic reporting of health statistics, signed on ..... 2008, between the Department of State for Health and Social Welfare (DOSH) and the Gambia Bureau of Statistics (GBOS).***

The relevant unit of the Department of State for Health and Social Welfare (DOSH) is the Directorate of Planning and Information and is legally represented by the Director of Planning and Information, and

The relevant unit of the Gambia Bureau of Statistics (GBOS) is the Directorate of Social statistics and is legally represented by the Director of Social Statistics.

**Considerations**

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between the Department of State for Health and Social Welfare (DOSH) and the Gambia Bureau of Statistics (GBOS);

*Recognise* the great need to improve the coordination of the National Statistical System in The Gambia in general and of health statistics in particular;

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

*Note* that to fulfil this mandate the Gambia Bureau of Statistics will publish and disseminate statistical reports on a regular basis, especially the “*Statistics Abstract*”;

*Recognise* 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;

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

*Note* that the Department of State for Health and Social Welfare (DOSH) is the leading Government Agency, which has the technical expertise in the production and reporting of health statistics from administrative sources and related indicators; and

*Recognise* that the Gambia Bureau of Statistics (GBOS) and the Department of State for Health and Social Welfare (DOSH), want to work together in providing and

exchanging the relevant and reliable health data on time that is required by the Country.

**Article 1. Purpose of the Agreement**

3. The purpose of this MOU is to provide a framework for the coordination, exchange and reporting of data; to set out the respective areas of responsibilities in health statistics at national level of the Department of State for Health and Social Welfare (DOSHS) and the Gambia Bureau of Statistics (GBOS); to note the form in which cooperation between the DOSHS 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 health data from users; and to promote high quality and consistent health statistics at national level for the use of policy-makers and the general public.

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

**Article 2: Role of parties and way of working.**

4. The Department of State for Health and Social Welfare (DOSHS) will provide GBOS on time with the following health statistics by region for its publication in the Statistics Abstract and for its databank.

- **Number of Health facilities by type,**
- **Number of beds by type of health facility,**
- **Number of health personnel by qualification,**
- **Disease and morbidity structure,**
- **Vaccination statistics and other related data from the Expanded Programme on Immunisation (EPI)**
- **Nutrition statistics;**
- **Environmental health data;**
- **Health income and expenditure.**

5. The Gambia Bureau of Statistics will provide the Department of State for Health and Social Welfare (DOSHS) on time with the following data:

- **Population projections:** updates on population projections by age group will be available annually according to the release calendar of GBOS and communicated to DOSHS to build its denominators for the calculation of health indicators.
- **Health data from national household surveys and censuses:** GBOS will provide DOSHS with available data on health from household surveys and censuses, subject to the respect of statistical confidentiality.
- **Social and economic indicators:** GBOS will provide DOSHS with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;
- **Geographic Information System (GIS):** GBOS will provide DOSHS with any update information on GIS for updating its mapping of health information.

6. The DOSH and GBOS will work in close collaboration in preparation of related health surveys and the specific module of health in related national household surveys and censuses.

**Article 3: Planning and Time of delivery.**

3. The Department of State for Health and Social Welfare (DOSH) needs reliable access to health data compiled by GBOS, and GBOS needs similar access to data compiled by the DOSH. The parties agree for the timely exchange of electronic data, including individual records, as it may be deemed necessary, subject to the respect of statistical confidentiality.

4. Both institutions agree to conduct technical bi-monthly bilateral meetings to discuss technical issues raised and to improve quality of the Health Management Information System (HMIS).

5. The delivery of the data to each organisation will be done following their respective production and publication timeframes. The condition is that both institutions will present the data on time. Both DOSH and GBOS will discuss this and will draft a document that list the agreements made on the timeframe.

**Article 4: Quality standards**

The data to be delivered to each institution will have to meet the defined quality standards.

**Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in its annual budget. Each institution will take care of its own resources. However, one organisation may subcontract another to carry out specific technical activities related to improvement of health statistics, whereby the first will take care of needed resources.

**Article 6: Leadership, Cooperation and Communication.**

10. For this agreement, the relevant leading technical unit of the Department of State for Health and Social Welfare (DOSH) is legally represented by the Director of Planning and Information, and

11. The relevant leading technical unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of Social Statistics.

12. The DOSH and GBOS will cooperate through bilateral contacts, through participation in bi-monthly working meetings on HMIS, through the National Statistics Council (NSC) meetings and through the Conference of Official Statistics annual meetings.

13. Management on a daily basis will be run by the Statistician in charge of Health statistics of GBOS and the counterpart health statistician in charge of HMIS of the DOSH.

14. To guarantee an orderly flow of work the management committee will be formed, for the Department of State for Health and Social Welfare (DOSH), by the Director of Planning and Information; the Manager of the HMIS, the Deputy manager

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of the HMIS; and for the Gambia Bureau of Statistics (GBOS), by the Deputy Statistician-General; the Director of Quality, Coordination and Dissemination; the Director of Social Statistics; the Senior Statistician in charge of demography; and the Statistician in charge of Health statistics.

15. At least once a year the unit leaders will report to the Management Committee.

16. To the extent possible, disagreement between the DOSH 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 Planning and Information of the DOSH and the Director of Social Statistics of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Management Committee will endeavour to come to an agreement.

17. All matters that are not defined in this agreement will be decided upon by the Management Committee.

18. The signatories represent the institutions providing health statistics covered by this MOU. They will oversee the implementation of the MOU.

**Article 7: Costs, invoicing and payments**

Both institutions will not claim any costs from each other in terms of exchanging data covered by this MOU.

**Article 8: Copyrights, Authorship and Reproduction of data**

3. The copyright of the work done by both DOSH and GBOS will remain with the relevant institution. The two institutions can make use of that according to the established rules.

4. The DOSH 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 shall consult each other on any other major modification to the data published.

**Article 9: Duration of the agreement and updates**

This agreement will last as long as it may deem necessary. This MOU is effective from ..... Its operation will be monitored and will be reviewed annually. At the request of either party, the Department of State for Health and Social Welfare (DOSH) and the Gambia Bureau of Statistics (GBOS) may review and update this MOU.

Signed in two copies

Date: .....

**For the Department of State Health  
for Social Welfare (DOSH)**

**For the Gambia Bureau of Statistics  
(GBOS)**

The Director of Planning and  
Information

The Director of Social Statistics

The Permanent Secretary

The Statistician-General

**A.4 Memorandum of Understanding (MOU)  
between the Department of State for Agriculture (DOSA) and the  
Gambia Bureau of Statistics (GBOS)**

***Agreement related to the coordination, exchange and periodic reporting of agriculture statistics, signed on ..... 2008, between the Department of State for Agriculture (DOSA) and the Gambia Bureau of Statistics (GBOS).***

The relevant unit of the Department of State for Agriculture (DOSA) is legally represented by the Director of Planning and,

The relevant unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts.

**Considerations**

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between the Department of State for Agriculture (DOSA) and the Gambia Bureau of Statistics (GBOS);

*Recognise* the great need to enhance the coordination of the National Statistical System in The Gambia in general and of agriculture statistics in particular;

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

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

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

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

*Note* that the Department of State for Agriculture (DOSA) is the leading Government Agency, which has the technical expertise in the production of agriculture statistics and related indicators; and

*Recognise* that the Gambia Bureau of Statistics (GBOS) and the Department of State for Agriculture (DOSA), want to work together in providing and exchanging relevant agriculture and other related data on time that is required by the Country.

**Article 1. Purpose of the Agreement**

6. The purpose of this MOU is to provide a framework for the coordination, exchange of data and reporting; to set out the respective areas of responsibilities in agriculture statistics at national level of the Department of State for Agriculture (DOSA) and the Gambia Bureau of Statistics; to note the form in which cooperation between the DOSA 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 agriculture data from users; and to promote high quality and consistent statistics at national level for the use of policy-makers and the general public.

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

**Article 2: Role of parties and method of working.**

7. The Department of State for Agriculture (DOSA) will provide GBOS on time with the following agriculture statistics by region for its use in Gross Domestic Product (GDP) annual estimates, publication in the Statistics Abstract and for its databank.

- **Crops production by type of crop and by LGAs;**
- **Crop cultivated area by LGAs;**
- **Producer Prices by crop commodities;**
- **Number of livestock by type;**
- **Horticulture production.**
- **Costs of production by type of crops (once means are available for its production) to facilitate GBOS to estimate intermediate consumption for GDP estimates;**
- **Cost of production of livestock (once means are available for its production) ;**

8. The Gambia Bureau of Statistics will provide DOSA on time with the following data:

- **National Accounts statistics by kind of activities (sectors):** GDP estimates will be available annually following the calendar release of GBOS and communicate to DOSA.
- **Price statistics**, including monthly Consumer price index and manufacturing producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submit to the DOSA.
- **Social indicators:** GBOS will provide DOSA with the needed social indicators and population projections, coming from other administrative sources or surveys and censuses sources;
- **Sampling Frame:** GBOS will provide DOSA with the household sampling frame for its agriculture sampling survey and related statistics.
- **Geographic Information System (GIS):** GBOS will provide DOSA with any update information on GIS for updating its mapping of agriculture information.

9. The DOSA and GBOS will work in close collaboration in preparation of specific agriculture surveys and the module of agriculture in related national household surveys and censuses, including horticulture survey.

**Article 3: Planning and Time of delivery.**

19. The DOSA needs reliable access to data compile by GBOS, and GBOS needs similar access to data compiled by the DOSA. The parties agree for the timely exchange of electronic data, including individual records, as it may be deemed necessary, subject to the respect of statistical confidentiality.

20. The delivery of the data to each organisation will be done following their respective production and publication timeframes. The condition is that GBOS and DOSA that have to present the data will do so in time. Both DOSA and GBOS will discuss this and will draft a document that list the agreements made on the timeframe.

**Article 4: Quality standards**

The data to be delivered to each institution will have to meet the defined quality standards.

**Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in their respective annual budget. Each institution will take care of its own resources. However, one institution may subcontract another to carry out specific technical activities related to improvement of agriculture statistics, whereby the first will take care of needed resources.

**Article 6: Leadership, Cooperation and Communication.**

5. For this agreement, the relevant leading technical unit of the Department of State for Agriculture (DOSA) is legally represented by the Director of Planning, and

6. The relevant leading technical unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts.

21. The DOSA and GBOS will cooperate through bilateral contacts, through participation in working meetings on agriculture statistics and through the National Statistics Council (NSC) meetings and through the Conference of Official Statistics annual meetings.

22. Management on a daily basis will be run by the Statistician in charge of Agriculture statistics of GBOS and the counterpart Statistician of the DOSA.

23. To guarantee an orderly flow of work the management committee will be formed, for the Department of State for Agriculture (DOSA), by the Director of Planning, Senior statistician in charge of agriculture survey, and for the Gambia Bureau of Statistics (GBOS), by the Director of Quality, Coordination and Dissemination; the Director of National Accounts; the Director of Prices and Government Finance Statistics; the Senior Statistician in charge of national accounts; and the Statistician in charge of Agriculture statistics.

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24. At least once a year the unit leaders will report to the Management Committee.

25. To the extent possible, disagreement between the DOSA 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 Planning of the DOSA and the Director of National Account of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Management Committee will endeavour to come to an agreement.

26. All matters that are not defined in this agreement will be decided upon by the Management Committee.

27. The signatories represent the institutions providing agriculture statistics covered by this MOU. They will oversee the operation of the MOU.

**Article 7: Costs, invoicing and payments**

Both institutions will not claim any cost from each other for providing data included in this MOU.

**Article 8: Copyrights, Authorship and Reproduction of data**

7. The copyright of the work done by both DOSA and GBOS will remain with the relevant institution. The two institutions can make use of that according to the established rules.

8. The DOSA 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 shall consult each other on any other major modification to the data published.

**Article 9: Duration of the agreement and updates**

This agreement will last as long as it may deem necessary. This MOU is effective from ..... Its operation will be monitored and will be reviewed annually. At the request of either party, the DOSA and GBOS may review and update this MOU.

Signed in two copies

Date: .....

**For the Department of State  
for Agriculture (DOSA)**

**For the Gambia Bureau of Statistics.**

The Director of Planning

The Director of National Accounts

The Permanent Secretary

The Statistician-General

**A.5 Memorandum of Understanding (MOU)  
between the Department of State for Finance and Economic  
Affairs (DOSFEA) and the Gambia Bureau of Statistics (GBOS)**

***Agreement related to the coordination, exchange and periodic reporting of Government Finance Statistics (GFS), signed on ..... 2008, between the Department of State for Finance and Economic Affairs (DOSFEA) and the Gambia Bureau of Statistics (GBOS).***

The relevant unit of the Department of State for Finance and Economic Affairs (DOSFEA) is legally represented by the Director of Treasury and,

The relevant unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts.

**Considerations**

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between the Department of State for Finance and Economic Affairs (DOSFEA) and the Gambia Bureau of Statistics (GBOS);

*Recognise* the great need to enhance the coordination of the National Statistical System in The Gambia in general and of economic statistics in particular;

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

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

*Recognise* that data and evidence from data is central to the national policy and planning process and must form the basis of practices in every sector for monitoring, evaluation and impact assessment;

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

*Note* that the Department of State for Finance and Economic Affairs (DOSFEA) is the leading Government institution, which has the technical expertise in the production and reporting of government finance statistics (GFS) and related indicators; and

*Recognise* that the Gambia Bureau of Statistics (GBOS) and the Department of State for Finance and Economic Affairs (DOSFEA), want to work together to improve government finance statistics through Integrated Finance Management Information System (IFMIS) and other reliable sources, and exchange relevant economic and social data on time that is required by the Country policies and programmes.

**Article 1. Purpose of the Agreement**

5. The purpose of this MOU is to provide a framework for the coordination, exchange and reporting of data; to set out the respective areas of responsibilities in government finance statistics and other economic statistics at national level; to note the forms in which cooperation between DOSFEA – Directorate of Treasury and 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 government finance statistics and other 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.

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

**Article 2: Role of parties and way of working.**

10. The Department of State for Finance and Economic Affairs (DOSFEA) – Directorate of Treasury will provide GBOS on time with the following actual data on a quarterly basis:

- **General government tax revenue:** this will include:
  - **Central government tax revenue:** details on taxes on income and property and on taxes on goods and services
  - **Local government tax revenue:** details on taxes on income and property, on taxes on goods and services and other taxes
- **General government expenditure:** this will include:
  - **Current expenditure:** details on current transfers including social security, interest payments and other current expenditure including wages and salaries;
  - **Capital expenditure**
  - **Net lending**
  - **Increase in arrears and stock of arrears at end of the year**

11. The Gambia Bureau of Statistics will provide DOSFEA on time with the following data:

- **National Accounts statistics:** GDP estimates will be available annually according to the release calendar of GBOS and communicated to DOSFEA.
- **Price statistics,** including monthly Consumer price index and producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submitted to the DOSFEA.
- **Social and other economic indicators:** GBOS will provide DOSFEA with the needed social and economic indicators and population projections, coming from other administrative sources or surveys and censuses.
- **External trade statistics:** GBOS will provide on time to DOSFEA external trade statistics (including details on exports and imports data).

**Article 3: Planning and Time of delivery.**

8. The DOSFEA needs a quick and reliable access to data compiled by GBOS, and GBOS needs similar access to data compiled by DOSFEA, especially through IFMIS. The parties agree for the timely exchange of electronic data, subject to the respect of statistical confidentiality as it may be deemed necessary.

9. The delivery of the data to each institution will be done following their respective production and publication timeframes. The condition is that both institutions that have to present data will do so in time. Both DOSFEA and GBOS will discuss this and will draft a document that list the agreements made.

**Article 4: Quality standards**

The data to be delivered to each institution will have to meet the defined quality standards.

**Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in their respective annual budget.

**Article 6: Leadership, Cooperation and Communication.**

28. For this agreement, the relevant leading technical unit of DOSFEA is legally represented by the Director of Treasury, and

29. The relevant leading technical unit of GBOS is legally represented by the Director of National Accounts.

30. The DOSFEA and GBOS will cooperate through bilateral contacts, through participation in working meetings of the IFMIS committees, through the National Statistics Council (NSC) meetings and through the Conference of Official Statistics annual meetings.

31. Management on a daily basis will be run by the Senior Statistician in charge of GFS of GBOS and the IFMIS representative of DOSFEA.

32. To guarantee an orderly flow of work the management committee will be formed, for DOSFEA, by the Director of Treasury and IFMIS manager, and for the Gambia Bureau of Statistics (GBOS), by the Director of Quality, Coordination and Dissemination; the Director of National Accounts; the Director of Prices and Government Finance Statistics; the Senior Statistician GFS.

33. At least once a year the unit leaders will report to the Management Committee.

34. To the extent possible, disagreement between DOSFEA-Directorate of Treasury 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 Treasury of DOSFEA and the Director of National Account of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Management Committee will endeavour to come to an agreement.

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35. All matters that are not defined in this agreement will be decided upon by the Management Committee.

36. The signatories represent the institutions providing economic statistics covered by this MOU. They will oversee the implementation of the MOU.

**Article 7: Costs, invoicing, payments**

Both DOSFEA-Directorate of Treasury and GBOS will not claim any cost from each other for exchanging information. However, DOSFEA will secure funds for GBOS budget to meet the requirements of this MOU.

**Article 8: Copyrights, Authorship and Reproduction of data**

9. The copyright of the work done by both DOSFEA and GBOS will remain with the relevant institution. The two institutions can make use of that according to the established rules.

10. The DOSFEA and GBOS may reproduce, in electronic or hard copy publications, data compiled by the other party. In principle, both parties may reproduce the data as most recently released by the other party as a prime source. The data may be aggregated, or seasonally adjusted in a different way by the party reproducing them without reference to the other party. The parties shall consult each other on any other major modification to the data published.

**Article 9: Duration of the agreement and updates**

This agreement will last as long as it may be deemed necessary. This MOU is effective from ..... Its operation will be monitored and will be reviewed annually. At the request of either party, DOSFEA and GBOS may review and update this MOU.

Signed in two copies

Date: .....

**For the Department of State  
for Finance and Economic Affairs**

**For the Gambia Bureau of Statistics.**

The Director of Treasury

The Director of National Accounts

The Permanent Secretary

The Statistician-General

**A.6 Memorandum of Understanding (MOU)  
between the Public Utilities and Regulatory Authority (PURA) and  
the Gambia Bureau of Statistics (GBOS)**

***Agreement related to the coordination, exchange and periodic reporting of statistics on telecommunications, electricity, water and sewerage sectors, signed on ..... 2008, between the Public Utilities and Regulation Authority (PURA) and the Gambia Bureau of Statistics (GBOS).***

The relevant unit of PURA is the Directorate of ..... and is legally represented by the Director of .....

The relevant unit of the Gambia Bureau of Statistics (GBOS) is the Directorate of National Accounts statistics and is legally represented by the Director of National Accounts Statistics.

**Considerations**

The two parties agree on the following points:

*Recognise* that this agreement is part of a framework agreement between PURA and GBOS;

*Recognise* the great need to improve the coordination of the National Statistical System in The Gambia in general and of health statistics in particular;

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

*Note* that to fulfil this mandate the Gambia Bureau of Statistics will publish and disseminate statistical reports on a regular basis;

*Recognise* 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 monitoring and evaluation;

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

*Note* that PURA is the leading Government Authority, which has the mandate of coordinating and regulating telecommunications, electricity, water and sewerage sectors, and therefore collect reliable data and related indicators from them; and

*Recognise* that GBOS and PURA, want to work together to coordinate, improve and exchange the relevant and reliable data from telecommunications, electricity, water and sewerage institutions on time that is required by the Country policies and programmes.

**Article 1. Purpose of the Agreement**

7. The purpose of this MOU is to provide a framework for the coordination, exchange and reporting of data; to set out the respective areas of responsibilities in telecommunications, electricity, water and sewerage sectors' statistics at national level; to note the form in which cooperation between PURA and 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 telecommunications, electricity, water and sewerage sectors data from users; and to promote high quality and consistent statistics at national level for the use of policy-makers and the general public.

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

**Article 2: Role of parties and way of working.**

12. The Public Utilities and Regulation Authority (PURA) will provide GBOS on a regular basis with the following statistics aggregated from various telecommunications, electricity, water and sewerage institutions.

- **Expenditure**, this includes: Raw materials used; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges paid to transporters; Utilities payments (including water, gas); Telecommunications bills; Postal charges; Insurance premiums paid; Wages paid; Consultancy fees; Taxes paid; Depreciation costs; Total call (in pulses or minutes or other standard units) purchased; Purchase of land; Change in stock/inventory; Other Expenditures.
- **Income/receipts**, this includes: Sale of units of calls; Raw materials sold; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges received; Utilities sold (including water, gas); Insurance payments received; Payment for other services rendered to others; Consultancy fees; Subsidies/subventions; appreciation of assets; Other incomes received.
- **Other key quarterly indicators on production** (to be define).

13. The Gambia Bureau of Statistics will provide PURA on time with the following data:

- **Population projections**: updates on population projections by age group will be available annually according to the release calendar of GBOS and communicated to PURA to build its denominators for the calculation of health indicators.
- **Social and economic indicators**: GBOS will provide PURA with other needed socio-economic indicators, coming either from administrative sources or surveys and censuses;
- **National Accounts statistics by kind of activities (sectors) and by expenditure**: GDP estimates will be available annually following the calendar release of GBOS and communicate to PURA.

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- **Price statistics**, including monthly Consumer price index and manufacturing producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter. All these products will be made available and submit to the PURA.

14. PURA and GBOS will work in close collaboration in preparation of related telecommunications, electricity, water and sewerage surveys and related module in national household surveys and censuses.

**Article 3: Planning and Time of delivery.**

10. PURA needs reliable access to data compiled by GBOS, and GBOS needs similar access to data compiled by PURA. The parties agree for the timely exchange of electronic data, including individual records, as it may be deemed necessary, subject to the respect of statistical confidentiality.

11. Both institutions agree to conduct technical bi-monthly bilateral meetings to discuss technical issues raised and to improve quality of telecommunications, electricity, and water and sewerage sectors statistics.

12. The delivery of the data to each institution will be done following their respective production and publication timeframes. The condition is that both institutions will present the data on time. Both PURA and GBOS will discuss this and will draft a document that list the agreements made on the timeframe.

**Article 4: Quality standards**

The data to be delivered to each institution will have to meet the defined quality standards.

**Article 5: Use of resources**

The needed capacity for each institution to meet this agreement will be defined in its annual budget. However, one institution may subcontract another to carry out specific technical activities related to improvement of telecommunications, electricity, water and sewerage sectors statistics, whereby the first will take care of needed resources.

**Article 6: Leadership, Cooperation and Communication.**

37. For this agreement, the relevant leading technical unit of PURA is legally represented by the Director of ....., and

38. The relevant leading technical unit of the Gambia Bureau of Statistics (GBOS) is legally represented by the Director of National Accounts Statistics.

39. PURA and GBOS will cooperate through bilateral contacts, through participation in bi-monthly working meetings, and through the Conference of Official Statistics annual meetings.

40. Management on a daily basis will be run by the Principal Statistician in charge of Business Enterprises surveys of GBOS and the counterpart statistician of PURA.

41. To guarantee an orderly flow of work the management committee will be formed, for PURA, by the Director of .....; and for the

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Gambia Bureau of Statistics (GBOS), by the Director of Quality, Coordination and Dissemination; the Director of National Accounts; and the Principal Statistician Business Enterprises surveys.

42. At least once a year the unit leaders will report to the Management Committee.

43. To the extent possible, disagreement between PURA 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 ..... of PURA and the Director of National Accounts of GBOS will endeavour to resolve the issue. Where they are unable to do so, the Management Committee will endeavour to come to an agreement.

44. All matters that are not defined in this agreement will be decided upon by the Management Committee.

45. The signatories represent the institutions coordinating telecommunications, electricity, and water and sewerage sectors statistics covered by this MOU. They will oversee the implementation of the MOU.

**Article 7: Costs, invoicing and payments**

Both institutions will not claim any costs from each other in terms of exchanging data covered by this MOU.

**Article 8: Copyrights, Authorship and Reproduction of data**

11. The copyright of the work done by both PURA and GBOS will remain with the relevant institution. The two institutions can make use of that according to the established rules.

12. PURA 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 shall consult each other on any other major modification to the data published.

**Article 9: Duration of the agreement and updates**

This agreement will last as long as it may be deemed necessary. This MOU is effective from ..... Its operation will be monitored and will be reviewed annually. At the request of either party, PURA and GBOS may review and update this MOU.

Signed in two copies

Date: .....

**For the Public Utilities and Regulation Authority (PURA)**

**For the Gambia Bureau of Statistics (GBOS)**

The Director of .....

The Director of National Accounts

The Executive Director

The Statistician-General

## Annex B MINUTES OF MEETINGS

### B.1 Meeting with the Statistician-General

Date: 06 October 2008

Venue: GBOS

**Participants:**

Names	Function	Contact
Mr Alieu Ndow	Statistician General (SG) - GBOS	<a href="mailto:gamcens@ganet.gm">gamcens@ganet.gm</a>
Mr Abu Camara	Director of Quality, Dissemination and Coordination at GBOS	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Philippe Gafishi	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Briefing meeting

**Points discussed:** TORs and mission implementation

**Discussions:** The SG welcomed the mission and the consultant. The consultant explained the terms of reference for this mission which focuses mainly on two priorities:

**Priority 1. NSS coordination** with the following three components:

1. Discuss and prepare a proposal for the organisation and coordination of the NSS;
2. Discuss and agree on an approach of performance based management;
3. Two MOUs to be explained, written and agreed upon by at least two partners.

**Priority 2.** Design of a Training policy: the consultant presented the several possible options of training as described in the TORs.

**Priority 3.** only if time left (Sample frame for household surveys, Business register as a sample frame, and Education Chapter of the Compendium).

**Issues raised and Recommendation:**

After the presentation of the TORs by the consultant, the following issues were raised:

**1. NSS coordination**

- The Statistics Act 2005 does not clearly indicate the obligation for other producers of statistics to get authorisation from GBOS when carrying out surveys for a better coordination of statistical activities in The Gambia;

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- This Act should be revised to include as clearly as possible the coordination aspect and related penalties for those who do not comply.
- MOUs should be drafted and agreed upon by related institutions for a better institutional and technical coordination. The SG has expressed the need to complete this exercise with the following institutions:
  - Central Bank of The Gambia
  - Department of State for Basic and Secondary Education
  - Department of State for Health and Social welfare
  - Department of State for Agriculture
  - Department of State for Finance and Economic Affairs – Directorate of Treasury
  - Public Utilities and Regulation Authority (PURA) or the Department of State for Information – Communication and Technology
- The Council should complete as soon as possible the GBOS staff recruitment, turn away from administrative issues and focus on the critical policy issue of GBOS.
- Performance based management should be exercised to senior managers of GBOS (SG, DSG and Directors) and should be based on the annual work programme. A proposal of staff appraisal will be drafted by the consultant.

### **2. Training policy**

- The recruitment has been too much delayed and qualified people who meet the position requirements are not expected to be found locally. A way of getting young graduates from the University may be explored and then have a comprehensive plan of training.
- The proposed options should be investigated within GBOS and any other NSS institution where possible.

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## **B.2 Meeting with the Directorate of Social Statistics – GBOS**

**Date: 07 October 2008**

**Venue: GBOS**

### **Participants:**

<b>Names</b>	<b>Function</b>	<b>Contact</b>
Mr Baba Suwareh	Director of Social Statistics – GBOS	<a href="mailto:babaswareh@yahoo.co.uk">babaswareh@yahoo.co.uk</a>
Mr Abu Camara	Director of Quality, Dissemination and Coordination at GBOS	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Philippe Gafishi	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Point discussed:** Coordination of Social Statistics within the NSS

**Issues raised and recommendations:**

- No legal right to assess quality of statistics produced and stop people from mis-production of statistics – especially those from surveys. The Statistics Act is not explicit on the issue of a visa by GBOS to other institutions conducting surveys. For the revised process to be fast, it has been suggested that the revision be by Presidential or Ministerial decree rather than following the whole parliamentary adoption process which may take more than one year. There is a need to consult a lawyer for more information on the possible processes.
- GBOS should be proactive to sensitise the NSS members and other stakeholders on the need of coordination of statistics, the existence of the new Statistics Act 2005, the Strategic Plan for the Development of Statistics through the means of the Conference of Official Statistics annual meetings (never organised since the new Act is in place).
- GBOS may charge some fees for technical quality review of proposals coming from other institutions – this will help GBOS to add on its self funding basket for better coordination of the NSS.
- The MOUs as a tool of institutional and technical coordination have been supported and the following elements have been proposed to be included in the MOUs as far as education and health statistics are concerned and be discussed with relevant institutions:

**For Education statistics**

The Department of State for Basic and Secondary Education (DOSBSE) will provide GBOS on time with the following education statistics by Local Government Administrative Area (LGA):

- *Gross Enrolment Ratio* at Lower Basic School (LBS) and Regional Education Directorate (RED) by sex;
- *Net Enrolment Ration* at LBS and RED by sex;
- *National Transition rate* at Upper Basic School by sex;
- *Participation level* at Upper Basic School by sex;
- *Gross Enrolment Ration* at Upper Basic School by sex;
- *Transition Rate* at Senior Secondary School by sex;
- *Gross Enrolment Rate* at Senior Secondary School by sex;
- *Access to education: Gross Intake Rate and Net Intake Rate* at all levels of basic education;
- *Number of schools by type*;
- *Number of teachers by qualification, sex and type of schools*;
- *Number of pupils by type of basic school*;
- *Annual education income and expenditure (investment, recurrent) by type*.

The Gambia Bureau of Statistics will provide the Department of State for Basic and Secondary Education (DOSBSE) on time with the following data:

- *Population projections*: updates on population projections by age group and by individual age will be available annually following the calendar release of GBOS and communicate to DOSBSE to build its denominators for the calculation of education indicators.

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- *Education data from national household surveys and censuses:* GBOS will provide DOSBSE with available data on education from household surveys, subject to the respect of statistical confidentiality.
- *Social and economic indicators:* GBOS will provide DOSBSE with other needed socio-economic indicators, coming either form administrative sources or surveys and censuses;
- *Geographic Information System (GIS):* GBOS will provide DOSBSE with any update information on GIS for updating its mapping of education information.

The DOSBSE and GBOS will work in close collaboration in preparation of the module of education in related national household surveys and censuses.

### **For Health statistics**

The Department of State for Health and Social Welfare (DOSH) will provide GBOS on time with the following health statistics by region for its publication in the Statistics Abstract and for its databank.

- *Number of Health facilities by type,*
- *Number of beds by type of health facility,*
- *Number of health personnel by qualification,*
- *Disease and morbidity structure,*
- *Vaccination statistics and other related data from the Expanded Programme on Immunisation (EPI)*
- *Nutrition statistics;*
- *Environmental health data;*
- *Health income and expenditure.*

The Gambia Bureau of Statistics will provide the Department of State for Health and Social Welfare (DOSH) on time with the following data:

- *Population projections:* updates on population projections by age group will be available annually according to the release calendar of GBOS and communicated to DOSH to build its denominators for the calculation of health indicators.
- *Health data from national household surveys and censuses:* GBOS will provide DOSH with available data on health from household surveys and censuses, subject to the respect of statistical confidentiality.
- *Social and economic indicators:* GBOS will provide DOSH with other needed socio-economic indicators, coming either form administrative sources or surveys and censuses;
- *Geographic Information System (GIS):* GBOS will provide DOSH with any update information on GIS for updating its mapping of health information.

The DOSH and GBOS will work in close collaboration in preparation of related health surveys and the specific module of health in related national household surveys and censuses.

### B.3 Meeting with the Directorate of National Accounts - GBOS

Date: 08 October 2008

Venue: GBOS

**Participants:**

Names	Function	Contact
Mr Malang Keita	Director of National Accounts - GBOS	<a href="mailto:muhammed_keita@yahoo.co.uk">muhammed_keita@yahoo.co.uk</a>
Mr Abu Camara	Director of Quality, Dissemination and Coordination at GBOS	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Mr Ousman Dibba	Director of Prices and GFS - GBOS	<a href="mailto:ousman_dibba@yahoo.co.uk">ousman_dibba@yahoo.co.uk</a>
Ms Aminata E. Deen	Senior statistician – National Accounts, GBOS	<a href="mailto:aminadeen@yahoo.com">aminadeen@yahoo.com</a> , <a href="mailto:aminadeen@gmail.com">aminadeen@gmail.com</a>
Philippe Gafishi	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Point discussed:** Coordination of Economic Statistics within GBOS and the NSS

**Issues raised and recommendations:**

- The issue of gaps in the Statistics Act 2005 related to coordination (visa) were raised. It has been recommended that GBOS consult a lawyer to explore better ways to review the Act.
- GBOS doesn't have a quality assessment framework adapted to country context. GBOS should review methodologies to ensure quality of economic statistics produced by relevant institutions including GBOS itself. It should also compile a list of all surveys done, their content and metadata.
- Lack of capacity in GBOS was raised as a major constraint to the coordination of the NSS. This is due especially to the delay in staff recruitment. The recruitment is underway since end 2006 by appointment of the Statistics Council Chairman and the Statistician General of GBOS. Currently, the Deputy Statistician-General, all directors has been recruited (6), 7 Principal and Senior positions. 11 principal and senior positions are still advertised as well as 32 junior positions.
- It has recommended to building a culture of regular senior management meetings, annual action planning and staff appraisal for better result-based management and coordination between GBOS itself.
- A need to protect data from fire at the GBOS building has been raised. The meeting proposed to approach the CBG and see possibilities of installing computer there where will be archived all available data from GBOS on a regular basis.

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- The meeting strongly recommended to have agreed memorandum of understanding with other institutions producing economic statistics and other data for national accounts estimates as a tool for institutional and technical coordination. The following data were recommended to be included in the MOUs and discussed with relevant institutions.

### **1. Agriculture statistics – Department of State for Agriculture**

The Department of State for Agriculture (DOSA) will provide GBOS on time with the following agriculture statistics by region for its use in Gross Domestic Product (GDP) annual estimates, publication in the Statistics Abstract and for its databank.

- *Crops production by type of crop and by LGAs;*
- *Crop cultivated area by LGAs;*
- *Producer Prices by crop commodities;*
- *Number of livestock by type;*
- *Horticulture production.*
- *Costs of production by type of crops (once means are available for its production) to facilitate GBOS to estimate intermediate consumption for GDP estimates;*
- *Cost of production of livestock (once means are available for its production) ;*

Both institutions will work in close collaboration in the preparation of specific agriculture surveys and the module of agriculture in related national household surveys and censuses, including horticulture survey.

### **2. Monetary statistics and Balance of Payments – Central Bank of The Gambia**

The Central Bank of The Gambia will provide GBOS on time with the following data:

- **Monetary statistics:** the CBG will provide GBOS with quarterly monetary statistics for its use in the GDP estimates and for publication in the quarterly economic report.
- **Balance of payments:** the CBG will provide GBOS with quarterly BOP estimates for its use in the GDP estimates and for publication in the quarterly economic report.
- **Data on financial accounts:** the CBG will provide GBOS with annually completed questionnaires, developed by GBOS in collaboration with CBG, related to data on financial accounts of commercial banks and insurance companies for its use in the annual GDP estimates.

Both institutions will have shared responsibility for:

- **Balance of Payments (BOP) statistics.** GBOS will provide on time to the CBG external trade statistics (including exports and imports data) and tourism statistics for the BOP compilation.
- **Producer Price Index (PPI):** GBOS and CBG will collaborate in data collection and data analysis for the quarterly survey of establishments.

### **3. Government finance statistics (GFS) – DOSFEA / Directorate of Treasury**

The Directorate of Treasury / DOSFEA will provide GBOS on time with the following actual data on a quarterly basis:

- **General government tax revenue:** this will include:
  - **Central government tax revenue:** details on taxes on income and property and on taxes on goods and services
  - **Local government tax revenue:** details on taxes on income and property, on taxes on goods and services and other taxes
- **General government expenditure:** this will include:
  - **Current expenditure:** details on current transfers including social security, interest payments and other current expenditure including wages and salaries;
  - **Capital expenditure**
  - **Net lending**
  - **Increase in arrears and stock of arrears at end of the year**

#### **4. Coordination of data and indicators from Para-status institutions - Public Utilities and Regulations Authority (PURA)**

The Public Utilities and Regulations Authority (PURA) will collect data from all para-status institutions and provide GBOS on a regular basis with the following statistics aggregated from various institutions.

- **Expenditure**, this includes: Raw materials used; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges paid to transporters; Utilities payments (including water, gas); Telecommunications bills; Postal charges; Insurance premiums paid; Wages paid; Consultancy fees; Taxes paid; Depreciation costs; Total call (in pulses or minutes or other standard units) purchased; Purchase of land; Change in stock/inventory; Other Expenditures.
  
- **Income/receipts**, this includes: Sale of units of calls; Raw materials sold; Fuel and lubricants; Interest paid; Rent of equipment; Rent of land/building; Transportation charges received; Utilities sold (including water, gas); Insurance payments received; Payment for other services rendered to others; Consultancy fees; Subsidies/subventions; appreciation of assets; Other incomes received.
  
- **Other key quarterly indicators on production** (to be defined)

#### **5. Products from the Gambia Bureau of Statistics (GBOS)**

The Gambia Bureau of Statistics will provide other institutions on time with the following data:

- **National Accounts statistics by kind of activities (sectors):** GDP estimates will be available annually following the calendar release of GBOS.
- **Price statistics**, including monthly Consumer price index and manufacturing producer price index. The CPI will be made available every 15<sup>th</sup> of the month following the CPI reference month. PPI will be made available every quarter.
- **External trade statistics:** GBOS will provide on time (quarterly) external trade statistics (including details on exports and imports data).

- **Social indicators:** GBOS will provide the needed social indicators and population projections, coming from other administrative sources or surveys and censuses, and related reports;
- **Sampling Frame:** GBOS will make available and share the household sampling frame and business register for sampling survey use.
- **Geographic Information System (GIS):** GBOS will provide any update information on GIS for any updating of mapping information if need arises.

#### **B.4 Meeting with the Deputy Statistician-General and GDDS Coordinator**

**Date:** 09 October 2008

**Venue:** GBOS

**Participants:**

<b>Names</b>	<b>Function</b>	<b>Contact</b>
Mr Alieu Sarr	Deputy Director General (DSG)- GBOS and GDDS National Coordinator	<a href="mailto:alieu_badou@yahoo.com">alieu_badou@yahoo.com</a>
Philippe Gafishi	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Point discussed:** Coordination of the NSS and Training Policy

**Issues raised and recommendations:**

- The DSG strongly recommended the use of MOUs in key institutions as many as possible. The MOUs should be drafted and sent to relevant institutions for discussions before meeting them.
- He emphasised the fact that institutions responsible for health and agriculture statistics are one of key players in the NSS. Unfortunately, they are so weak in terms of statistical capacity and capability.
- The DSG has also put emphasis on the fact that the Statistics Council in collaboration with GBOS should complete as soon as possible the staff recruitment – which is a constraint for GBOS capacity to coordination of the NSS - and focus rather on GBOS and NSS policy matters. These include, among others, to amend and adopt the following documents: Internal policies and Procedures Manual governing GBOS, Performance Management process, Regulations and principles governing the Conference of Official Statistics, and Regulations and Principles governing the Statistics Council. All these documents have been proposed in the “Implantation Plan of GBOS, 2006” by OPM Consultants Team (Mary Strode, Philippe Gafishi, and Mary Straker).
- The fact that the recruitment is not completed would be a constraint to develop a comprehensive training policy and training programme for GBOS. Around 60 positions are still advertised and there is little expectation of getting qualified people who meet the requirements of the positions from the

local employment market. It has been suggested that the Council should consider possibilities of recruiting young graduates of economics from the University of The Gambia and put them on low positions ( eg. Level of Statistician). Thus, a training program will be developed accordingly to help them increase their knowledge and skills in specific statistics subjects. Therefore, the training policy should take into consideration this aspect.

- Remaining (not yet appointed) present staff members who are currently in professional posts (staff from former CSD) do not possess the basic academic requirements to meet the GBOS job requirements and competences. The proposal was that given their experience the Council should consider to appoint them to similar or low positions in GBOS. 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.

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## **B.5 Meeting with the Directorate of Planning in the Department of State for Agriculture**

**Date:** 14 October 2008

**Venue:** DOS Agriculture

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Fafanding S. Fatajo	DOS for Agriculture (DOSA)	Director of Planning	
Amet Sallah	DOSA - Department of Planning	Assistant Planner	<a href="mailto:ametsalla@yahoo.com">ametsalla@yahoo.com</a>
Famara L.J Kolley	DOSA - Department of Planning	Computer Analyst	<a href="mailto:bajodop@yahoo.com">bajodop@yahoo.com</a>
Ebruna Cham	DOSA - Department of Planning	Planner	<a href="mailto:mansakonko2000@yahoo.co.uk">mansakonko2000@yahoo.co.uk</a>
Malang Keita	GBOS	Director of National Accounts	<a href="mailto:muhammed_keita@yahoo.co.uk">muhammed_keita@yahoo.co.uk</a>
Abu Camara	GBOS	Director of Coordination, Quality and Dissemination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Amina Deen	GBOS	Senior Statistician – National Accounts	<a href="mailto:aminadeed@yahoo.com">aminadeed@yahoo.com</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Coordination of the NSS and Training needs

**Issues raised and recommendations:**

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- The need for institutional and technical coordination was openly expressed by the Director of Planning (DOP) at the DOS for Agriculture with GBOS as a coordinating agency. He emphasised that GBOS should not implement agriculture statistics activities, but should reinforce capacity of the DOP agriculture to enable it to implement those activities – which capacity is very weak. However, he mentioned the lack of capacity by GBOS yet to play this role because of lacking enough capable staff with good skills in statistics and related sciences. A recommendation was made to accelerate recruitment at GBOS, and take option of having young graduates from the University and gradually train them on the job.
- GBOS should promote technical coordination by elaborating national manuals or guidelines on data collection tools and procedures. Other standards frameworks to be used by GBOS and statistics services in line ministries. The absence of these instruments is a reason for poor quality of some data production, combined with duplication of efforts and waste of scarce available resources.
- DOP and GBOS recognise that existing collaboration is based on personal relationships, it often works but is not sustainable system. Therefore they agree that institutional and technical coordination should be formalised by using memorandum of understanding (MOU).
- A MOU was drafted by the consultant in collaboration with GBOS and sent to DOP two days prior to the meeting. At the meeting the MOU was presented, explained. With some amendments made by the participants, the MOU was agreed by the two parties.
- Data on cost of agriculture production are not currently collected by DOP and this information has been expressed by GBOS as priority for its use in GDP estimates as a source of information to estimate intermediate consumption. However, DOP did not commit to produce and deliver this on time to GBOS, unless funds are mobilised for its implementation. DOP expressed also the need of capacity to conduct regular survey on Horticulture products.
- DOP lacks capacity in terms of personnel and equipments (computers) and funds. It has 41 permanent enumerators on the field for agriculture survey data collection but very difficult to sustain with very little motivation, and therefore data collected may be questionable. The staff who coordinate the survey do not have enough statistical skills to handle all statistical matter arising especially data processing and data analysis. DOS still use very old computers (Pentium I) with no backup mechanism in place – high risk of losing all data on agriculture surveys.
- GBOS and DOP agree to coordinate and combine efforts to mobilise funds from the State and development partners to improve agriculture statistics and other related statistics.
- Needs have been identified in terms of staff training as well as purchasing of at least 8 computers and one server plus accessories. To maximise precision and time in measuring plots, DOS will need 50 GPS to be used by their enumerators on the field. Currently the use classical measures to estimate size of cultivated areas.

- The training in country is the preferred option for two main reasons: firstly, because it reaches as many as possible staff and is relatively cheap compared with training abroad; secondly, trained staff will remain in the country as many of those trained abroad do not return in the country to give back the skills learned to their colleagues and the cost is very high. The training abroad should be strictly limited to specific courses which are not available in the country or in the region.
  - Finally, discussions show that expectations from GBOS by line ministries are very high in terms of capacity building, coordination and mobilisation of resources around the final plan for the development of statistics and involve as much as possible the NSS.
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## **B.6 Meeting with the Directorate of Planning and Budgeting in the Department of State for Basis and High Education**

**Date:** 15 October 2008

**Venue:** DOS Basic and Secondary Education

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Mr Muhammed Jallow	DOS Basic and Secondary Education (DOSBSE)	Director of Planning and Budgeting	<a href="mailto:msjallow@hotmail.com">msjallow@hotmail.com</a>
Mr Baba Suwareh	GBOS	Director of Social Statistics	<a href="mailto:babasuwareh@yahoo.co.uk">babasuwareh@yahoo.co.uk</a>
Abu Camara	GBOS	Director of Coordination, Quality and Dissemination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Malang Keita	GBOS	Director of National Accounts	<a href="mailto:muhammed_keita@yahoo.co.uk">muhammed_keita@yahoo.co.uk</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Coordination of the NSS and Training needs

**Issues raised and recommendations:**

- The Director of Planning and Budgeting at the DOS for Education who is also a member of the Statistics Council agrees that using MOUs for institutional and technical coordination of the NSS is the right direction for improvement of the quality of the production of statistics. Further more; he pointed out the fact that GBOS organisational and administrative matters should be addressed in order to be able to attract funding for statistics development activities.
- The Council should spend time on statistical policy issues rather than spending years on staff recruitment. GBOS should more proactive and help

the Council in accelerating the preparation of all GBOS administrative and organisational issues to be approved by the council – this would speed the process.

- The MOU which was sent to the Director 3 days prior to the meeting was presented, explained, discussed and agreed with minor amendments.
- Timeliness of data delivery should be established according to release calendar of each institution and be attached to the MOU as specified in the draft MOU.
- The coordination role of GBOS should include capacity building – training, quarterly working meetings to share experience – especially for the weak NSS institutions.
- Education Management Information System (EMIS) is one of the better – if not the best organised line ministry statistics service in The Gambia. It produces required education statistics on a regular basis – organised in a database and represented through GIS up to low level of school administration.
- Education planning directorate has expressed the need to be involved in statistics training organised by GBOS and eventually the University of The Gambia especially in data processing, data analysis, population projections, survey organisation and sampling methods for education sector.

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## **B.7 Meeting with the Directorate of Planning and Information in the Department of State for Health and Social Welfare**

**Date:** 16 October 2008

**Venue:** DOS for Health and Social Welfare

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Mr Sekou Omar Toure	DOS Health and Social Welfare (DOSH)	Director of Planning and Information	<a href="mailto:sekougam@hotmail.com">sekougam@hotmail.com</a> , <a href="mailto:sheikhomar2@yahoo.co.uk">sheikhomar2@yahoo.co.uk</a>
Musa M.M. Sowe	DOSH- DPI	Deputy Health management information System (HMIS) Manager	<a href="mailto:sowemusamm@gmail.com">sowemusamm@gmail.com</a> , <a href="mailto:sowemusamm@hotmail.com">sowemusamm@hotmail.com</a> ; <a href="mailto:musammmsowe@yahoo.co.uk">musammmsowe@yahoo.co.uk</a>
Mr Baba Suwareh	GBOS	Director of Social Statistics	<a href="mailto:babasuwareh@yahoo.co.uk">babasuwareh@yahoo.co.uk</a>
Abu Camara	GBOS	Director of Coordination, Quality and Dissemination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Coordination of the NSS and Training needs

**Issues raised and recommendations:**

A meeting was held with Mr. Sekou Omar Toure, Director of Planning and Information together with Mr Musa M.M. Sowe, Deputy Health management Information System (HMIS). The GBOS team was comprised of Mr. Baba Suwareh and Mr. Abu Camara. The meeting focussed on institutional and technical coordination regarding health statistics. A draft MOU were presented, discussed and agreed upon with minor observations. The training needs and capacity building were also discussed during the meeting.

The Director of Planning expressed the need of a consultant, a biostatistician expert, to support the health management information system (HMIS) for at least one year.

Training in basic statistics and data processing and management were identified as priority training needs.

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## **B.8 Meeting with the Central Bank of The Gambia**

**Date: 17 October 2008**

**Venue:** Central Bank of The Gambia (CBG)

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Mr Ismaila Jarju	CBG	Principal Economist –Research Department	<a href="mailto:ijarju@cbg.gm">ijarju@cbg.gm</a>
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Mr Baba Suwareh	GBOS	Director of Social Statistics	<a href="mailto:babasuwareh@yahoo.co.uk">babasuwareh@yahoo.co.uk</a>
Abu Camara	GBOS	Director of Coordination, Quality and Dissemination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Coordination of the NSS and Training needs

**Issues raised and recommendations:**

The consultant held a meeting with the Central Bank of The Gambia (CBG). The CBG team was comprising of Mr Ismaila Jarju, Principal Economist and Mr. Momodou Sabally, Senior Economist both from the Research Department. The Consultant was together with the GBOS team comprised of Mr. Abu Camara and Mr. Baba Suwareh. Institutional and technical collaboration regarding economic statistics and training needs were discussed. The draft MOU was also presented, discussed and agreed upon with minor changes.

The CBG team expressed the need to work in collaboration with GBOS, especially in conducting the quarterly enterprises survey for the PPI quarterly publication. This has been included in the MOU. Consent was agreed to share information on economic statistics.

The two parties agreed to share training held in The Gambia related to statistics analysis and economic statistics.

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## **B.9 Meeting with the University of The Gambia**

**Date:** 20 October 2008

**Venue:** University of The Gambia

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Dr Bukhari Sillah	University of The Gambia	Head of Department of Economics & Management Sciences	<a href="mailto:bsillah73@yahoo.com">bsillah73@yahoo.com</a> ; <a href="mailto:bukhari.sillah@unigambia.gm">bukhari.sillah@unigambia.gm</a>
Abu Camara	GBOS	Director of Coordination, Quality and Dissemination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Training opportunities and options

**Issues raised and recommendations:**

A meeting was held with the University of The Gambia represented by Dr. Bukhari Sillah, Head of the Department of Economics and Management. Mr. Abu Camara from GBOS also attended the meeting. The meeting was focussing on the training capacity and opportunities of the University of The Gambia regarding statistics training. Three options of statistics training to be held at the University were identified as follows.

- ✓ *A degree of economics with minor in statistics:* this will benefit regular students who will be recruited later by public and private statistics units;
- ✓ *Short courses of statistics for 3 months to one year which can lead to a certificate or a diploma in statistics:* this option is very useful to the staff already working in GBOS or other public statistics units who can attend the courses while working on their normal business. The option should therefore, be organised in evening sessions.
- ✓ *A full-fledged department of statistics:* this option has been qualified as a long-term process but can be more sustainable once in place.

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Estimated costs have been discussed for these options.

## **B.10 Meeting with the Public Utilities and Regulatory Authority (PURA)**

**Date:** 20 October 2008

**Venue:** Public Utilities and Regulatory Authority (PURA)

**Participants:**

<b>Names</b>	<b>Institution</b>	<b>Function</b>	<b>Contact</b>
Mr Ansumana Sanneh	PURA	Senior Economist	<a href="mailto:ans@pura.gm">ans@pura.gm</a> ; <a href="mailto:ansumanas@yahoo.com">ansumanas@yahoo.com</a>
Malang Keita	GBOS	Director of National Accounts	<a href="mailto:muhammed_keita@yahoo.co.uk">muhammed_keita@yahoo.co.uk</a>
Philippe Gafishi	OPM	OPM Consultant	<a href="mailto:philippe.gafishi@opml.co.uk">philippe.gafishi@opml.co.uk</a>

**Purpose of the meeting:** Coordination of telecommunication, electricity, and water sectors' statistics

**Issues raised and recommendations:**

A meeting was held with the Public Utilities and Regulatory Authority (PURA). The meeting was attended by Mr. Ansumana Sanneh, Senior Economist at PURA and Mr. Malang Keita, Director of national Accounts at GBOS.

The focus of the meeting was institutional collaboration and technical coordination of telecommunication, electricity and water related statistics. PURA is the Government coordinating agency of all telecoms and other utilities companies in the country. The draft MOU was presented and discussed during the meeting.

PURA has expressed the need to collaborate and coordinate with GBOS and has agreed to provide all statistics collected from telecoms and utilities companies. However, PURA experienced a problem of getting statistics on time, and was reluctant to commit providing on time the required statistics to GBOS as expressed in the MOU.

## Annex C Example of Performance Based Management Form

### Performance management form

Directorate:	Job title:
Name:	Reviewing line manager:

### Section A: Performance targets

Performance targets	Achievement of targets
<i>You should set out the specific targets agreed for the next six months in each of the four performance areas indicated below, which should related to the high-level objectives of the NSDS.</i>	<i>You should describe below the extent to which the targets have been met. Provide evidence in support of your comments where possible.</i>
<b>Performance area 1: Individual Performance Targets agreed:</b>	
<b>Performance area 2. Individual Performance Targets agreed:</b>	
<b>Performance area 3. Individual Performance Targets agreed:</b>	
<b>Performance area 4. Developmental objectives</b>	

**Section B: Competencies**

Competency	Assessment
<i>Communications and customer focus:</i>	
<i>Time management:</i>	
<i>Quality of output:</i>	

**Section C: Overall performance**

<p><i>You should set out below an overall assessment of performance during the previous six months, taking account of performance targets, competencies and any other factors affecting performance.</i></p>	
<p></p>	
<p><b>GBOS Officer's comments and signature:</b></p>	<p><b>Date:</b></p>
<p><b>Line Manager's comments and signature:</b></p>	<p><b>Date:</b></p>
<p><b>Director's comment and signature:</b></p>	<p><b>Date:</b></p>

## Annex D List of persons met

Names	Institution	Function	Contact
Mr Alieu Ndow	GBOS	Statistician-General	
Mr Baba Suwareh	GBOS	Director of Social Statistics	<a href="mailto:babasuwareh@yahoo.co.uk">babasuwareh@yahoo.co.uk</a>
Mr Abu Camara	GBOS	Director of Quality, Dissemination and Coordination	<a href="mailto:abucamara@gmail.com">abucamara@gmail.com</a>
Mr Malang Keita	GBOS	Director of National Accounts	<a href="mailto:muhammed_keita@yahoo.co.uk">muhammed_keita@yahoo.co.uk</a>
Mr Ousman Dibba	GBOS	Director of Prices and GFS	<a href="mailto:ousman_dibba@yahoo.co.uk">ousman_dibba@yahoo.co.uk</a>
Ms Aminata E. Deen	GBOS	Senior statistician – National Accounts	<a href="mailto:aminadeen@yahoo.com">aminadeen@yahoo.com</a> , <a href="mailto:aminadeen@gmail.com">aminadeen@gmail.com</a>
Mr Alieu Sarr	GBOS	Deputy Director Genera- and GDDS National Coordinator	<a href="mailto:alieu_badou@yahoo.com">alieu_badou@yahoo.com</a>
Fafanding S. Fatajo	DOS for Agriculture (DOSA)	Director of Planning	
Amet Sallah	DOSA - Department of Planning	Assistant Planner	<a href="mailto:ametsalla@yahoo.com">ametsalla@yahoo.com</a>
Famara L.J Kolley	DOSA - Department of Planning	Computer Analyst	<a href="mailto:bajodop@yahoo.com">bajodop@yahoo.com</a>
Ebruna Cham	DOSA - Department of Planning	Planner	<a href="mailto:mansakonko2000@yahoo.co.uk">mansakonko2000@yahoo.co.uk</a>
Mr Muhammed Jallow	DOS Basic and Secondary Education (DOSBSE)	Director of Planning and Budgeting	<a href="mailto:msjallow@hotmail.com">msjallow@hotmail.com</a>
Mr Sekou Omar Toure	DOS Health and Social Welfare (DOSH)	Director of Planning and Information	<a href="mailto:sekougam@hotmail.com">sekougam@hotmail.com</a> , <a href="mailto:sheikhomar2@yahoo.co.uk">sheikhomar2@yahoo.co.uk</a>
Musa M.M. Sowe	DOSH- DPI	Deputy Health management information System (HMIS) Manager	<a href="mailto:sowemusamm@gmail.com">sowemusamm@gmail.com</a> , <a href="mailto:sowemusamm@hotmail.com">sowemusamm@hotmail.com</a> ; <a href="mailto:musammmsowe@yahoo.co.uk">musammmsowe@yahoo.co.uk</a>
Mr Ismaila Jarju	CBG	Principal Economist – Research Department	<a href="mailto:ijarju@cbg.gm">ijarju@cbg.gm</a>
Momodou Sabally	CBG	Senior Economist - Research department	<a href="mailto:msabally@cbg.gm">msabally@cbg.gm</a> , <a href="mailto:momodousabally@hotmail.com">momodousabally@hotmail.com</a>
Dr Bukhari Sillah	University of The Gambia	Head of Department of Economics & Management Sciences	<a href="mailto:bsillah73@yahoo.com">bsillah73@yahoo.com</a> ; <a href="mailto:bukhari.sillah@unigambia.gm">bukhari.sillah@unigambia.gm</a>
Mr Ansumana Sanneh	PURA	Senior Economist	<a href="mailto:ans@pura.gm">ans@pura.gm</a> ; <a href="mailto:ansumanas@yahoo.com">ansumanas@yahoo.com</a>

## Annex E Agenda of meetings held

Preparation of the mission	
Thursday 2, October 2008	Preparation of the mission, reading documents, consulting with GBOS
Friday 3, October 2008	Preparation of the mission, reading documents, arranging flights
Meeting held in The Gambia	
Dates of meeting	Institution
Monday 6, October	Gambia Bureau of Statistics: Statistician-General. Consulting with GBOS staff
Monday 6, October 2008	Gambia Bureau of Statistics: Director of Quality, Coordination and Dissemination. Discussion of the mission.
Tuesday 07, October 2008	Gambia Bureau of Statistics: Director of Social Statistics _ Discuss content of MOUs related to social statistics (education, health) and training needs
Wednesday 08, October 2008	Gambia Bureau of Statistics: Director of National Accounts Statistics and the Director of CPI and GFS Discuss content of MOUs related to economic statistics (National Accounts, Consumer Price Index, Government Finance Statistics, Monetary and Balance of Payments Statistics, electricity and water statistics, agriculture statistics), and training needs
Thursday 09, October 2008	Gambia Bureau of Statistics: Deputy Statistician-General: Discuss NSS coordination problems, Use of MOUs, Performance management
Friday 10, October 2008	Drafting MOUs
Monday 13, October 2008	Reading documents - no Gambian Counterpart for meeting
Tuesday 14, October 2008	Department of State for Agriculture: Directorate of Planning – Presentation, discussions and agreement of MOU.
Wednesday 15, October 2008	Department of State for Basic and Secondary Education: Directorate of Planning and Budgeting - Presentation, discussions and agreement of MOU.
Thursday 16, October 2008	Department of State for Health and social Welfare: Directorate of Planning and Information: Presentation, discussions and agreement of MOU.
Friday 17, October 2008	Central Bank of The Gambia: Department of Research: Presentation, discussions and agreement of MOU.
Monday 20, October 2008	University of The Gambia: Training Needs and opportunities, discuss budget estimates
Monday 20, October 2008	Mid-way debriefing meeting to the SG/GBOS: Discuss findings, including MOUs, performance management and training and get views and

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	observations
Tuesday 21, October 2008	Reviewing MOUs and other components of the mission draft report
Wednesday 22, October 2008	Reading documents – No Gambian counterpart for meeting
Thursday 23, October 2008	Public Utilities and Regulatory Authority (PURA): Presentation, discussions and agreement of MOU.
Friday 24, October 2008	University of The Gambia: Discuss final budget estimates and options for training
Friday 24, October 2008	Debriefing meeting with GBOS management: Present and discuss findings of the mission
<b>Report writing</b>	
Tuesday 28, October 2008	Report writing
Wednesday 29, October 2008	Report writing
Thursday 30, October 2008	Report writing

## **Annex F Terms of reference**

General Data Dissemination System, (GDDS phase 2)

Socio-Demographic Statistics Project for Anglophone Africa: Provision of technical assistance as the expert for:

TOR for a mission as part of the module Management of Statistical Systems to The Gambia

### **Background**

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

### **Technical Assistance**

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

The Gambia was one of the countries which asked for technical assistance in the field of Management of Statistical Statistics. The Gambia has a Strategic Plan which is an update of their 2004 Statistical Master Plan. The GDDS activities should be linked to this plan.

### **Terms of Reference**

#### **Background**

**The Gambia** attended the GDDS 2 Module launch workshop on the Management of statistical systems in **Windhoek in April 2007** where they drew up their Country Work Plan regarding the deliverance of three technical assistance missions covering three country identified priorities. These priorities are part of the Work Plan Structure Doc. The purpose of the work plan structure document is to act as a living document for the duration of the technical assistance and to serve as an information base from which the TOR for every mission can be drawn up. To this end, this TOR for the second mission to The Gambia has been drawn up from the work plan.

#### **Country objective:**

The activities of data producers of official statistics in The Gambia are not well coordinated. Therefore, our objective is to have a well coordinated statistical system in which information is shared amongst data producers with the Gambia Bureau of

Statistics assuming the coordination role of the National Statistical System as stipulated in the 2005 Statistics Act.

<b>Summary</b>		
<p><b>Priority 1</b>                      NSS coordination                      - Review legal provisions for NSS coordination                      - Sensitize NSS members on NSS coordination                      - Consult NSS partners on needs                      -Draft strategy prepared</p>	<p><b>Priority 2</b>                      Training and capacity building</p>	<p><b>Priority 3</b>                      [Old 3 Deleted.]                      New 3 is a series of options of tasks, when time allows.</p>

**Purpose of the assignment**

The purpose of the assignment would be to address the remaining topics that have been identified during the first mission.

This mission will cover the pre-set priorities by looking at them in varying degrees

**Priority 1:** Assist with the institutional and technical coordination of the national statistical system, the use of the MOUs and to address performance based management (2 weeks).

**Priority 2:** Assist in the formulation of a realistic training policy, 1 week.

**New Priority 3:** is different from what was originally proposed in the annex. (time to be spend only after the P1 and P2 are completed..

In the annex are the priorities presented with additional information that needs to be considered during the mission.

The total consultant time for the mission is 20 working days divided as follow:

- 15 days actual mission time (three full weeks)
- 3 days consultant preparation time
- 2 days final report writing time.

It is assumed that already during the working time in the country reports are written on meetings, discussions and topics discussed. The report writing is therefore considered as the time needed to fine-tune the wording of the intermediate reporting.

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

**Priority 1:** NSS coordination, institutional and technical, performance management;

*Objective: To discuss and prepare a proposal for the organization and coordination of the NSS, building on the proposals and strategies contained in the existing NSDS.*

**1. Attempt will be made to improve the institutional and technical co-ordination. (time used no more than 4 days)**

Institutional coordination will be improved by defining partners at different levels, the national level and the topical level. The aim of the institutional coordination is to

create agreements with partners about what topics they will discuss, what needs to be achieved, and how the communication is structured. Mostly the institutional coordination is between institutions. A document is needed that maps out the institutional coordination approach, the partners, and the way of proceeding and reporting.

Technical coordination is about getting agreements between partners about technical questions that are considered to be relevant between those partners. Mostly the technical coordination is within one institution. If technical coordination is needed a coordination document should be drafted that is explaining the grounds for the need for technical coordination in that concrete situation, and how this should be addressed in practice and list and describe which partners should be involved.

**2. To discuss and agree on an approach of performance based management. (no more than 2 days)**

Discuss and define performance based management approach.  
Performance based is about:

Agreeing about targets to be achieved in a realistic timeframe.

About defining the risks and the conditions that need to be fulfilled.

Agreeing on what is actually to be agreed upon to be measured.

Most often it is about a number of tasks and the timeframe in which the task will be completed and the quality of the work done.

A format can be developed to address this performance by all leaders in the organization.

**Activities:** Discussions with partners and presentation of an approach.

**Deliverables:**

Report on the discussions held.

Design of a model of such an agreement

List of examples of performance based management agreements.

**4. Work will be done on two Memorandums of Understandings. They will be explained, written and agreed upon by at least two partners. (Time to be used no more than 4 days).**

Regarding the MOU: A format has already been introduced and should be discussed in more detail. The draft format has been made available in the first mission report. The identified MOU partners are:

GBOS and the Central bank.

GBOS and the Directorate of Planning for Education.

After one week both MOUs need to be fully drafted and agreed upon.

MOUs are written agreements between two partners. They aim at creating a semi legal basis for working together between two institutions in a kind of formal way. Linked to the MOU should be a very detailed document that is describing exactly what the data is about that will be exchanged.

Note: In the case of the MOU with the Central Bank the text seems to be reviewed again. The present formulations are unclear and the content is not fully understandable. If the purpose of the MOU is to improve the exchange of information this should be mentioned. Also the data that will be exchanged should be mentioned, in detail, perhaps in an annex. An MOU normally starts with considerations. Most of what is now mentioned in the MOU should have been mentioned in the considerations. A new MOU needs to be drafted. The Module manager will provide a more detailed example.

**Activities:**

Hold bilateral meetings with the most important MDAs.

Identifying priorities within the NSDS strategies for the NSS

Draft in partnership the doc. to deal with the institutional coordination.

Draft in partnership the doc. To deal with the technical coordination.

Organize first meetings with partners to deal with these two kinds of coordination, and to have a discussion between those partners on how to use these tools in practice.

**Expected outputs, deliverables.**

A detailed doc. that deals with the institutional coordination.

A detailed doc. that deals with the technical coordination.

A report on the discussion held with each of the partners and each of the group meetings.

**Priority 2. Design of a Training policy.** (Time to be used no more than 5 days).

The tasks of the first mission were:

**Objectives**

List of mentioned training needs, and identified questions for capacity building.

By, statistical topic and units in the organisation, and by using the model based on 7 building blocks in statistics:

Use of data, statistical outputs, integration-framework, surveys, Registers and sample frames, ICT, and policy and management issues.

Activities. Listing as above.

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.

Tables have been drafted.

Now the cells of the tables have to be discussed with the organization in much greater detail.

With the organization would be discussed the main characteristics of its training policy.

The following classification of training options (modes) can be used.

- Training while in function. (Do it your self)
- Training on the job. (With assistance.)
- Training inside the office, (Practices and seminars) in classroom settings.
- Training outside the organization. (External courses)
- Training in another country. (External courses)

A listing should be made of the options to finance these kinds of trainings.

A general training policy should be formulated using:

1. List of topics.
2. Crossing with training options /modes.
3. Crossing with number of staff involved.
4. Crossing with durations.
5. Crossing with costs.

The discussion should address the following:

1. What is the objective of the desired training.
2. How is this proposed training related to the work in the unit, and the needs of the organization.
3. Who are the proposed members to will be training. (their characteristics)
4. What is their function in the organization, level of expertise and training.
5. Why are they qualified to be trained.
6. What are the 10 main training needs to have to be addressed by the training.
7. How will be tested that then training has had the desired effect.
8. What is the expected duration of the training period.
9. What is the expected mode of training, (what use of training materials).
10. How is expected to supervision the training.
11. What are the similarities and differences between the (similar) training needs in other units of the organization.
12. Are teachers available.
13. How much of the training can be done in house with own staff.
14. What are the estimated costs.
15. Is training on writing, reporting and the presentation of views part of the training needs?

For each unit a memo should be drafted for their identified training needs.

For each unit no more than two training topics can be identified.

In a table it should be made clear which training needs are unique for the unit and which needs are comparable with other training needs. For those needs more general training options could be contemplated.

**Deliveries:**

1. Reports on each meeting held about training.
2. Overviews of the unique and common training needs.
3. Overview of the possibilities to use different training modes.
4. (Use of the classification mentioned above.)

5. Summary of training policy.

**Priority 3** Only to be done when time is left over from the other topics.

To address outstanding questions concerning:  
Sample frame for household surveys.  
Business register as a sample frame.  
Education Chapter of the Compendium.

Activities: Discuss and advise on those issues.

Deliverable: report on discussions held and presentation of the full results.

**Skill requirements**

The consultant would need the relevant experience and skills within the African context in dealing with the institutional NSS issues, and need to read and write English fluently.

**Deliverables**

The deliverables are already mentioned by each task and priority (1 and 2):  
The original Priority 3 has been changed.

A concluding Mission Report form will be part of the final deliverable. (See letter)  
The reporting is expected to be related to the TOR. It should contain information on each of the meetings held and a presentation of each of the given advices and draft documents presented. The full and detailed agenda of the use of the 15 days working time in the country should be presented.

**Communications:**

You 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 (that are all the week days). Part of the working time should be used for the draft report writing. Also 5 days are to be used for the preparation and the final report writing.

**Timing.**

This is the second and last mission to the Country of The Gambia.  
To be completed before end of October 2008.