

General Data Dissemination System, (GDDS phase 2)

**Socio-Demographic Statistics Project for Anglophone Africa: Provision
of technical assistance as the expert for the topic Management of
Statistical Systems**

Third and Final Mission to Sierra Leone: 1-12 February, 2009

Report by Philip Turnbull

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PART 1 -INTRODUCTION:

1.1 Summary and main findings

A National Strategy for the Development of Statistics (NSDS) has been prepared, after wide ranging consultation, and was published in February 2008. The Government of Sierra Leone have provided funds to SSL to place eight SSL statisticians in the most important line Ministries from June 2008.¹ Interim MOUs between Statistics Sierra Leone (SSL) and these 8 Ministries were signed in June 2008.

The President had re-appointed the previous Chairman of the Statistics Council, as well as new regional representatives. The inaugural meeting of the new Council was held on Monday 18 August 2008.

Funds are being sought from DFID, from the World Bank Trust Fund for Statistical Capacity Building and from other donors to help implement the NSDS. This final GDDS mission concentrated on mechanisms for strengthening the national statistical system, in advance of DFID or other funds coming on stream.

The full terms of reference for the mission are attached at Annex 1. The main outcomes against mission objectives were as follows:

Mission TOR²	Topics	Mission outcomes
Priority 1	To improve the organizational structure, relations between users and producers.	<p>Meetings held with the 8 priority Ministries. Final drafts of extended MOUs were prepared for these 8 ready for signature.</p> <p>Arrangements were made for the second meeting of the new NSS Steering committee to be held on 16 February 2009.</p> <p>Discussions were held on the post NSDS strategy and structure for managing the NSS. Terms of reference and activities for the NSDS coordination unit were drafted.</p> <p>Discussions were held with DFID and other potential funding agencies.</p>

¹ This was in response to IMF conditionality.

² It was agreed with the SG during the first mission that original priority 2 (Staffing, salaries and incentives) would be dropped from the GDDS project. It remains of course very important, but is an issue best addressed locally rather than via external consultants.

Priority 3	Training and capacity building	<p>The short course needs assessment survey was summarised and tuned into costed plans for delivery over the next three years.</p> <p>Discussions were held with the SG and IPAM (part of the University) about management and delivery of the NSS training programme including short course and the proposed modular qualification in official statistics.</p> <p>Some provisional estimates of costs have been prepared.</p>
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1.2 Meetings held

The NSDS Coordinator (Sonnia Jabbi) rather than the GDDS Coordinator, worked successfully with the Consultant throughout the mission.

A series of meetings were held during the mission with senior SSL staff and the 8 key Ministries: Health, Education, Agriculture, Trade and Industry, Labour, Social Welfare and Gender, Tourism and Transport. These are the Ministries to which SSL statisticians were appointed from June 2008. The government is funding this initiative via the SSL budget as part of IMF conditionality. The individuals work under the line management of the ministries as part of the statistics team.

Discussions were held with the local offices of the World Bank, IMF, DFID and UNICEF.

A briefing meeting was held on Friday 6 February with the Deputy SG, Directors and the NSDS coordinator. It was not possible to have a final wrap up meeting as the SG and all but one of the Directors were out of the office during the second week of the mission.

1.3 Review of Recommendations from the previous mission

The current situation on each of the previous recommendations is indicated below:

Recommendation	Situation as at start of the current mission
1. The new NSS steering committee should meet quarterly; the second meeting should be scheduled for November.	No second meeting yet held.
2. Appointment of a full time NSDS coordinator in advance of the DFID funds becoming available would be desirable. Tasks would include updating the NSDS 5 year plan; developing one-year implementation plans; Monitoring the NSDS and MOU actions; and producing quarterly progress reports.	The coordinator continues to work part time. He has helped produce an updated one-year work plan and budget.
3. The SG and senior staff at SSL need to look critically at the ongoing statistical work of MDAs to ensure that it is effective and avoids duplication with the work of others. For example market (consumer) prices being collected by Trade and Agriculture; and external trade data being separately processed by Trade and by the Bank of Sierra Leone. Consultation with producers and users and careful planning would be needed to implement any such changes.	The out-bedded statisticians in the Ministries have started to examine this issue.

Recommendation	Situation as at start of the current mission
4. A study tour to an African country that has progressed its statistical system through good strategic planning should take place.	A study tour of Uganda and Tanzania will take place funded under the World Bank TFSCB.
5. Third and final GDDS mission to take place in November 2008 or January 2009 in advance of the DFID funds coming on stream. The January date is preferred by SSL. Possible terms of reference would be to plan and prepare for the DFID project to start in April 2009 (including statistical training); and extend MOUs of other key Ministries and the Bank of Sierra Leone.	Current mission, February 2009
6. Statistical training for staff should be a major part of the implementation plan. Initiatives would include a short course programme. A specialist consultancy mission should take place in 2009 to develop a detailed and costed proposals for a modular University accredited course leading to qualifications in official statistics.	To be addressed in the current mission.
7 The following actions and documents are required from SSL in advance of the second mission proposed for November 2008 or January 2009:	
a. Finalise the extended MOU for all 10 Ministries/Agencies.	Comments received, but not yet finalised.
b. Set up the second of the quarterly meetings of the NSS Steering Committee for November 2008.	Not yet done.
c. Summarise the replies on short course training needs.	Replies received
d. GDDS Consultant to be briefed by the NSDS coordinator (by e-mail) on all relevant NSDS development, including the proposed NSDS activities under of the WB Trust Fund.	Done.

PART 2 – MAIN REPORT

2.1 Objective

The general objective of the GDDS management module is to assist SSL put in place a strengthened National Statistical System (NSS) along the lines specified in the NSDS.

2.2 Priority 1 - Strengthening of the National Statistical System

Discussions with Ministries

Ministries were happy with the initiative that has allocated a statistician to them, and the increasing level of cooperation with SSL. Ministries continue to be concerned about lack of resources, and in some cases seem to lack a coherent statistical strategy.

In general the initiative for out-bedded statisticians seems to be working well. In some cases the statisticians have fitted into their respective Ministerial teams. In others they are working alone, which makes their work more difficult. All have a link to a named senior counterpart statistician in SSL to provide assistance and guidance. Laptops have been provided by SSL (DFID funds).

The mission urged SSL Directors to take a more active role in planning the statistics work programme in those Ministries, which lack the capability to do it themselves. The MOUs provide for this via the development of an updated “sector” statistics plan.

NSS Steering Committee

This committee, which is fundamental to the strategy for strengthening coordination in the NSS, has only met once (during the last mission). The second meeting of the committee was set up for 16 February 2009 as the SG was out of the office during the consultant’s second week. Draft minutes, agenda and papers were prepared for the NSDS Coordinator to send out. The GDDS project manager (Ronald Luttkhuizen) will be in Freetown at that time and it is hoped that he can attend the meeting.

The mission strongly urges the SG to ensure that the Committee meets quarterly, with action-orientated minutes, as a mechanism for him to implement the coordination function assigned to SSL by the Statistics Act.

Funding and implementing the NSDS

DFID have a project in the pipeline and approved in principle by higher management to help fund the gap between the NSDS costs and the budget assigned to statistics by Government. They have allocated sums of UKL0.8m in the current UK financial year (to March 2010) and UKL1.2m in the following year. They cannot be sure what funds would be available after that.

DFID wish to set up the project as an NSDS fund to which others donors might contribute. The UN agencies led by UNICEF have indicated that they would also contribute to it. Discussions were also held with the World Bank, IMF and UNICEF.

IMF have no direct funds but they said they could help with training and short-term or even long term advisors. They have spare office space and a conference room that can be used by SSL consultants if required.

DFID’s original plan was to have an independent managing agent to manage this fund and release funds to SSL and government ministries as required. An alternative would be for one agency to do this on behalf of all donors. The mission proposed a third alternative of direct SSL management of the fund with safeguards such as a full time dedicated accountant, procurement officer and administrator to ensure transparency and propriety. This option is strongly favoured by the SG and by the mission, as the administrative costs are lower and it demonstrates faith in SSL as a competent and professional organisation.

DFID agreed that this was a viable option. They will commission a quick short-term expert to undertake a review of the best means of setting up and managing the fund. The target date for money becoming available would be July 2009.

The World Bank statistician (John Ngwafon) working for the TFSCB, recently visited Freetown and agreed a funding proposal to forward to Washington for approval. The World Bank Country Manager has agreed this. The grant would cover the following:

- Study tour to Uganda and Tanzania.
- Several short-term consultancy missions (including a proposed review of the economic statistics work programme suggested by the current mission consultant and perhaps a separate review of agricultural statistics work programme).
- Equipment for the out-posted statisticians in the line Ministries.

The Mission prepared terms of reference for the NSDS Management Unit, the staffing of it and the management of the proposed NSDS fund (assuming that SSL will manage this directly). This is shown at Annex 3.

Memoranda of Understanding

Final drafts of the extended MOUs were prepared for all 8 key Ministries plus a first draft for the Ministry of Justice. Final versions of the 8 MOUs were agreed with the Directors of Planning and the statisticians and will be submitted by the SG for signature over the next 2 weeks.

Based on advice from the SG, the draft MOUs prepared during the last mission for the Ministry of Finance and the Central bank, were given a lower priority and were not updated. He should now send these three first drafts (Finance, Justice and Bank of SL) out for input from their end

The following pro-forma was proposed for monitoring the action points in the MOU.

Table 1: MOU MONITORING TEMPLATE

MINISTRY:

MOU Article	Action	By Whom	Date due	Date completed	Comment
Preamble	Review in 2 years	SSL (NSDS unit)	Feb 2011		
A2	First 6 month progress report	MOU officers (joint)	Aug 2009		
A2	Second 6 month progress report	MOU officers (joint)	Feb 2010		
A2	Third 6 month progress report	MOU officers (joint)	Aug 2010		
A3	Annual Work Plan	MOU officers (jointly)	Aug 2009		
A3	Strategic Sector Plan	Ministry	Within 2 years		
A4	Planned publication dates met	Ministry	Various		
A4	Annual advance release calendar	Ministry and SSL	December 2009		
A5	Metadata published	Ministry	Within 2 years		
A7	Statistical training for Ministry staff	SSL	Ongoing		
Other					

This update prepared by on

2.3 Priority 3 – Training and Capacity Building

Short Courses

It is proposed that a major element of the DFID project should be the preparation and launch of a formal programme of short courses for statistical staff of the NSS. SSL (or a managing agent) would plan and organise these courses, using appropriate experts according to the subject. The courses would cover general statistical skills and knowledge and would not replace the need for specialist courses in specific subjects.

There is a strong need and demand for such training, and NSS directors regard this as their top priority for capacity building.

A pro-forma was handed out to SSL directors and Ministries during the second mission to assess demand. The results are summarised in the table below with an adjustment for non-response and other ministries not covered.

Table 2: Short course training needs assessment for the whole NSS

Topic	Higher	Intermediate	Introductory
NSS Induction		33	40
Survey and analysis software (CSPRO and SPSS)	34	29	33
Report writing and presentation of statistics	36	33	29
UN Fundamental Principles of Statistics	30	52	
Dissemination of statistics	30	40	33
NSDS	25	28	47
Practical Sampling techniques	32	55	
Regression analysis	31	56	
Demographic and Social Statistics and Indicators	25	33	41
Economic Statistics and Indicators	26	35	32
Data management and analysis	7	7	9
MS software	2		8
Total training course places requested	278	401	272

The proposed short courses for statistical would each be for working 3 days depending starting in 2009 (depending on funding). The levels were defined as

- Higher Level: for professional statisticians or equivalent professionals
- Intermediate level: for junior or trainee statisticians, experienced statistical officers or equivalent.
- Introductory level: for new recruits to statistical work and less experienced statistical officers.

From knowledge of the numbers of staff and their qualifications in line ministries, the mission believes that the demand for higher level training is over-estimated in this needs assessment. Based

on this judgement and assuming that all staff cannot and should not be trained at the same time, The mission suggest a programme along the following lines in the following table..

Table 3: Proposed short course programme

12 trainees per course assumed

Year	Induction courses	Introductory level	Intermediate level	Higher level	Total training places
2009	4	2	2	0	96
2010	1	4	7	3	180
2011	1	4	7	4	192
2012	1	4	7	4	192
Total training places	84	168	276	132	660

The short course training costs are estimated at LE1.9m per course including administration. New courses would cost an additional LE0.6m for preparation fees. The total cost to the NSDS would be LE126m over 4 years (US\$42K).

It is important to emphasis that all courses are for staff in the line ministries as well as for SSL staff. At the recent GDDS financed course in Agricultural Statistics only one Ministry representative was present. This is not an acceptable ratio and prioritisation of training opportunities.

Qualification in Official Statistics

Another initiative would be for more formal qualifications in official statistics. The concept, as set out in the NSDS, is for an in-service vocational qualification in official statistics. Initially modules would be at the Certificate and Diploma level (Post high school and first year undergraduate respectively). Modules would be added later at first degree and masters' levels. By this means non-professional staff working in statistics could obtain professional status over a number of years of part-time study.

Discussions were held with the Acting Director of the Institute of Public Administration and Management (IPAM), which is a self-financing part of the University of Sierra Leone. The quality of their existing short and long programmes and their ability to manage the work effectively was endorsed by the World Bank country manager and by the NSDS Coordinator (who teaches part time for them). This would be an alternative to the "Statistical Training Institute" within SSL envisaged in the NSDS. The Certificate might be an entirely local product accredited by the University or like the Gambia model it might also prepare students for the RSS ordinary certificate.

Development costs for the first Certificate stage shared between IPAM, SSL and an external expert advisor are estimate at LE220 million (US\$73,000). These costs would include:

- Three missions by an international expert in statistical training (50 consultancy days).
- Development of Curriculum and t teaching materials for Certificate.
- Consultancy input from an IPAM course leader and the SSL Training officer (50 consultancy days each).
- Materials, travel and other overheads.

Development costs for the Diploma and subsequent stages would be less than this due to the experience gained and the reduced need for assistance from the international expert.

Table 4: Development Costs of proposed in-service qualification programme

Development costs - calendar years	Certificate level	Diploma level	Degree level	Masters level	Total LE millions	Total US\$ 000's
2009	110				110	55
2010	110	61			170	85
2011		61	61		121	61
2012			61	61	121	61
2013				61	61	30
Total	219	121	121	121	583	292

The first step would be a specialist consultancy mission to develop the proposal and the curriculum for the initial Certificate level programme. The UK Royal Statistical Society has a Statistical Education Centre, which has assisted Malawi and Gambia in the past with similar initiatives. They would be one option for this first level of the programme, allowing students to also sit for the internationally recognised RSS Ordinary Certificate as well as the local certificate.

The programme would start in September 2010 and the annual running costs are set out below. It is important that the students (or their employing Ministry) pay some fees but that fees should be affordable in the context of Sierra Leone salaries. It is therefore recommended that 50% of the course running costs should be centrally funded from the NSDS budget leaving 50% to be recovered via student fees.

Table 5: Running Costs of the Official Statistics Qualification Programme

Year of commencement of course (September)	Certificate level	Diploma level	Degree level	Masters level	Total	US\$000's
New students per year	30	20	10	10		
Unit cost per student (LE millions)	1.8	2.25	2.5	3.0		
2010 costs	54	0	0	0	54	18
2011 costs	54	45	0	0	99	33
2012 costs	54	45	25	0	124	41
2013 costs	54	45	25	30	154	51
Totals	216	135	50	30	431	144
Of which from student fees (50%)	108	67.5	25	15	216	72
Of which from NSDS fund	108	67.5	25	15	216	72

2.3 Recommendations and Actions by SSL

NSS Coordination

- 1 The mission strongly urges the SG to ensure that the NSS Coordination Committee meets quarterly, with action-orientated minutes, as a mechanism for him to implement the coordination function assigned to SSL by the Statistics Act.

- 2 A full time NSDS coordinator should be appointed as soon as possible. Tasks would include updating the NSDS 5 year plan; developing one-year implementation plans; Monitoring the NSDS and MOU actions; and producing quarterly progress reports.
- 3 The SG to convene a second meeting with the 8/10 out-bedded statisticians to hear progress reports, and identify what additional help and support SSL might provide.
- 4 SSL can continue to make progress and obtain the funds needed only by continuing success in what it does. Such success requires the SG to have the active support and help from his directors and other senior staff. Directors need to drive the agenda for their staff; encourage initiative; be a role model; and reward high performance.
- 5 Progress in the MDAs will be harder, but a good start has been made. Directors need to give this a lot of their time in the absence of any real senior professional statistical experience in the MDAs. The emerging “can-do” culture of SSL needs to be exported to the MDAs.

MOUs

- 6 The SG should send the final MOUs for the 8 key ministries to the Permanent Secretaries for signature (2 copies one to return to SSL).
- 7 The first draft MOUs for the Ministry of Finance, Ministry of Justice, and the Bank of Sierra Leone, should be sent to the relevant Directors in charge of statistics for comment.
- 8 The NSDS Coordination Unit should start monitoring the MOU actions using a template along the lines of the one recommended in this report.

Training

- 9 IPAM should be appointed the organiser of all short and longer training for NSS staff under the NSDS umbrella.
- 10 A specialist consultancy mission should take place in 2009 to develop a detailed and costed proposals for a modular University accredited course leading to qualifications in official statistics.
- 11 It is recommended that 50% of the course running costs for qualification-based courses should be centrally funded from the NSDS budget leaving 50% to be recovered via student fees.
- 12 All training for NSS staff should ensure that line ministry staff are given equal priority and places.

ANNEX 1 – Terms of Reference for the Third Mission

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

Sierra Leone was one of the countries that asked for technical assistance in the field of Management of Statistical Statistics. The first mission took place in April 2008 and the second in August 2008 - a summary of the conclusions and recommendations from the 2nd mission report is attached at Annex 1

The World Bank Trust Fund for Statistical Capacity Building has also provided as grant over the period 2006-2007 to develop a National Strategy for the Development of Statistics (NSDS). The final NSDS document was published in February 2008.

DFID (UK) has agreed in principle to help fund and support the NSDS. Two project specification missions have been conducted in March and June 2008. This project is expected to commence in April 2009.

Objectives of the GDDS management module

Sierra Leone 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. This plan is summarized below.

General objective: “The country’s objective is to strengthen the organization and coordination of the NSS in Sierra Leone, and to improve the efficiency of the statistical agencies”.

Summary	T1	T2	T3
Priority 1 Organisational structure	<ul style="list-style-type: none"> - Assessment of coordination needs - Draft proposals on NSS coordination - Developing instruments of institutional coordination - Stakeholder consultation 70%	<ul style="list-style-type: none"> - Adaptation and endorsement of policy 20%	<ul style="list-style-type: none"> - Follow-up if needed 5%

Priority 2 Staffing, salaries and incentives	- Review of job functions in NSS 20%	- Review of salary scales in Government. - Proposal for salaries and linked to functions & grades. - Funding arrangements. 65%	- Follow-up if needed 5%
Priority 3 Training and capacity building	- Identifications of NSS training needs 10%	- follow-up on training needs - identification of training suppliers - initial strategy 15%	- Development of statistical training policy - Costing of training proposals 90%

Purpose of the assignment

The purpose of the assignment would be complete the third and final technical assistance mission to Sierra Leone to undertake work under priority 1 and priority 3. As agreed during the first mission, priority 2 will be addressed internally within the SSL management team.

In particular the mission will assist SSL to plan and prepare for the DFID project due to start in April 2009 (including statistical training); help finalise the existing MOUs and perhaps extend them other key Ministries and the Bank of Sierra Leone.

Objectives and planned activities

Priority 1 – Strengthening the NSS

Objective: To build on the proposals and strategies contained in the NSDS and identified during missions 1 and 2.

Activities and outputs:

1. Assist SSL with planning for the forthcoming DFID project in support of the implementation of the NSDS.
2. Finalise any outstanding memoranda of understanding for the 10 priority Ministries and agencies and extend to other key ministries to be agreed with the SG.
3. Hold bilateral meetings with these Ministries as necessary.
4. Check on progress with meetings of the NSS Steering committee and advice on agenda for future meetings.
5. Check on progress with the new SSL statisticians out bedded within the 8 key ministries.
6. Check more generally on whether the agreed strategy for strengthening the NSS is on track and on the progress of the proposed DFID support project (to start in 2009).

Priority 3 – Training and Capacity Building

Objectives: To review the training and capacity building strategy contained in the NSDS and the recommendations for short-term actions contained in the 2nd mission report.

Activities and outputs

1. Discussions with key stakeholders and others (combined with Priority 1 meetings) as required.
2. Review results of survey of short-term training needs.
3. Further development of proposals from the second mission for establishing a programme to meet these training needs.
4. Advise what training activities would be covered by the DFID project and what would need separate funding.

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

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

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

The total consultant time for the mission is 14 working days with 10 days mission time; 2 days preparation time and 1 day report writing. A further 1 day is provided for module management tasks including agreement to terms of reference, mission planning, and follow up.

ANNEX 2 – Bilateral Meetings held during the Mission

<u>Name</u>	<u>Job Title</u>
<u>SSL</u>	
Prof Lawrence Kamara	Statistician General
Sonia Jabbi	NSDS Coordinator
Gbogboto Musa	GDDS Coordinator
Mohamed King Koroma	Deputy Statistician General
Philip Amara	Director of Economic Statistics
Andrew Johnny	Director of Census and GIS
Moses Williams	Director of Demographic and Social Statistics
<u>MINISTRIES</u>	
Magnus Gborie	Director, Planning and Information, Ministry of Health and Sanitation
Mr Edward B Magbity	Monitoring and Evaluation Specialist, Ministry of Health and Sanitation
Wogba Kamara	Statistician, SSL/Ministry of Health
Yusef Koroma	Assistant Director of PEMD (planning), Minister of Agriculture, Forestry, and Food Security
Mr Mohamed Ajuba Sherriff	Assistant Director of PEMD (statistics), Ministry of Agriculture
Momodou M Kamara	Statistician SSL/Ministry of Agriculture
Micheal Rennar,	Director of Planning and Information, Education, Youth and Sports
Yallice G M Bangura	Statistician SSL/Ministry of Education, Youth and Sports
Ahmed K Yansaneh	Deputy Executive Director, Road Transport Authority, Ministry of Transport and Aviation.
Sillah Bah	Statistician, SSL/Ministry of Transport and Aviation
Ibrahim S Kamara	Statistician, SSL/Ministry of Trade and Industry
Mickail N Turay, Alfred T M Navo	Industrial Development officer, Ministry of Trade and Industry. Permanent Secretary, Ministry of Employment, Social Security and Industrial Relations.
Mr Musa	Labour commissioner, Ministry of Employment
Nabbia Bangura	Statistician SSL/Ministry of Employment
J O Wellington	Permanent Secretary Ministry of Social Welfare, Gender and Children's Affairs
Fatou Taya Korgbo	Act Director of Gender and Children's Affairs.
Ms Alimatu Musa	Gender Statistician, SSL/Ministry of Social Welfare, Gender and Children's Affairs.
Hariet Farma	Social Welfare Statistician SSL/Ministry of Social Welfare, Gender and Children's Affairs.
Yeabu Tholley	Statistician SSL/Ministry of Justice
<u>OTHERS</u>	
Engilbert Gudmundsson	Country Manager, World Bank, Sierra Leone
Brendan Glynn	Senior Public Sector Consultant, World Bank
Alvin Hilaire	Resident Representative, IMF
Joe Tucker	Economist, IMF
Paul Sengeh	Chief of Planning, monitoring and evaluation UNICEF
Ms Helen Appleton	Social Development Advisor, DFID
Dr. Olundolopa O	Acting Director, Institute of Public Administration and Management,
Akinyosoye-Gbonda	University of Sierra Leone
Prof J D Ekundayo Thompson	Deputy Dean of Campus (Academic), IPAM
Chris Hill	GDDS Consultant on Agriculture Statistics

ANNEX 3 – Proposed Terms of Reference for the NSDS Coordination Unit and the NSDS Fund.

Terms of reference

Reporting directly to the Statistician General, the NSDS Coordination unit will oversee, promote, coordinate and support the implementation of the NSDS and the responsibilities of SSL for coordination of the National Statistical System (NSS).

SSL staff and the relevant ministries and agencies will carry out the actual implementation. The Unit will however facilitate implementation, strengthen coordination and collaboration between SSL and sectors (Ministries / Agencies) and monitor and evaluate the implementation of the NSDS.

The Unit will provide secretarial support for the NSDS and related Committees. The Council of SSL will take on the role of NSDS Steering Committee as one of its functions. The NSS Steering Committee will coordinate the producers of statistics while the User/ Media Statistics Committee will coordinate with external users of statistics.

Donor funds for the NSDS will be administered by the Unit and an NSDS Fund Steering Committee will be set up to agree the use of these funds.

The Unit will therefore pro-actively:

- Facilitate NSDS implementation and funding by continuous liaison with stakeholders.
- Promote the NSDS among all stakeholders.
- Prepare a one-year action plan for implementation and update this every year.
- Roll forward and update the 5-year plan of statistical outputs and NSDS funding estimates every year.
- Prepare and support NSDS progress reports to the Board and stakeholders on a semi-annual basis or as required.
- Monitor and assist in evaluation of the NSDS activities.
- Monitor progress on bilateral MOUs and update as necessary.
- Manage general NSDS donor projects and funds and provide secretarial support for the NSDS Fund steering committee.
- Provide secretarial services to the NSS Steering Committee.
- Provide secretarial services to the proposed new Advisory/Media Committee.
- Plan and organise and keep records/minutes of any other NSDS related committees and ad-hoc meetings (excluding the NSDS sector Committees for which the lead ministry will provide the secretariat).
- Provide support and assistance for all NSDS related technical assistance missions.
- Maintain an up-to-date record of all terms of reference and membership for NSDS related working groups or committees.

Staff of the Coordination Unit

1. NSDS Coordinator and head of Unit.
2. Long term NSDS resident advisor.

3. NSDS Administrator.
4. NSDS fund accountant.
5. NSDS procurement officer.
6. NSDS Public Relations officer.
7. Secretary.

Note: Posts 3, 4 and 5 are only required if SSL directly manage the proposed NSDS fund, otherwise their role would be undertaken by the managing agent.

An alternative line management arrangement would be for posts 4, 5 and 6 to report to their respective professional groups within SSL, and only have a dotted line relationship to the Head of the Coordination Unit.

Suggested Team Roles

1. NSDS Coordinator (Head)
Reporting directly to the SG.
Responsible for overall achievements or team and staff management.
Secretary to all NSDS Committees.
Responsibility for links with external stakeholders, public relations and evaluation.
Liaison with NSS members.
2. NSDS Resident Advisor
Reporting directly to the SG
Direct statistical and management advice and assistance to the SG and Directors on implementing the NSDS.
Statistical and management advice and assistance to the NSDS Coordinator and team.
3. NSDS Administrator
Reporting to the NSDS Coordinator.
Deputy Head of Unit.
Administrative support to the NSDS Coordinator, including minute secretary to the NSDS Committees.
Secretary to NSDS working groups.
Annual 5-year work plans and budget roll forward,
Annual 1-year work plan and budget.
NSDS action plans.
6 monthly Monitoring reports.
Monitoring of MOU actions.
Administration of NSDS central projects and funds
4. NSDS accountant
Reporting to the head of Unit and for professional purposes to the head of accounts.
Accounting for funds and bank accounts under the NSDS umbrella.
Quarterly or 6 monthly financial reports to stakeholders.
Maintaining appropriate checks and safeguards on spending from the NSDS funds
Follow all government accounting standards

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|----------------------------------|---|
| 5. NSDS procurement officer | Reporting to the head of Unit and for professional purposes to the head of procurement at SSL.
Arranging all procurement funded from NSDS funds
Ensuring all government procurement standards and rules are followed. |
| 6. NSDS public relations officer | Reporting to the head of Unit and for professional purposes to the head of PR in SSL.
Arranging all publicity and associated PR activities under the NSDS umbrella
Liaison with media
Drafting of press releases.
Checking any other public documents arising from the NSDS |
| 7. Unit Secretary | Reporting to the NSDS Coordinator
Preparing final versions of papers and letters.
Maintaining diaries and arranging meetings.
Filing papers and keeping an electronic (PC) record of all relevant documents.
Answering telephone and e-mail enquiries about the NSDS
Supporting the work of the Unit and the head of unit in particular. |

NSDS Fund Administration

Separate LE account to be opened and administered by SSL. Signatories would be the SG, NSDS Accountant; and NSDS Coordinator (any 2 of 3). Funds to be released quarterly or 6 monthly to SSL and MDAs after approval by the NSDS Fund Steering Committee.

The chair of the NSDS Fund Steering Committee should be independent of SSL (or perhaps Chair of Council?). Members to include SG, Ministry of Finance, DFID, UN lead agency, World Bank, IMF + any other donors contributing to fund.

Quarterly reports to Fund Steering Committee on actual and planned spend from the fund. Summary 6 monthly reports to Council and NSS Steering Committee. The format of these reports will be agreed with the Steering group. In general there would not be separate bilateral reports to donors, unless this were absolutely essential to meet the rules and regulations of the donor.

Quarterly or six monthly accounts of the fund to be prepared by the accountant, and annual accounts to be audited by an external private sector auditor