

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 Mission to Liberia: 8 to 20 September, 2008

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PART 1 -INTRODUCTION:

1.1. Background

The Liberia Statistical System (referred to as NSS in this report) and the Liberia Statistics Office (LISGIS) have made a good start towards re-establishing a functional statistical system.

The first census of population for 24 years was conducted in March 2008 and provisional results published on 20 June 2008. Prior to this, two major household surveys were conducted and the results fed into the PRS published in April 2008.

A National Strategy for the Development of Statistics (NSDS) has been developed with funding from the AfDB. The final published document was launched on Tuesday 9 September and the mission attended this event on the first working day in Monrovia.

Economic statistics are still a major gap (mainly obtained from the Central Bank at present) and some of the statistics units of government ministries are not fully functional. The main problems are a lack of funds, lack of trained statistical staff; and lack of infrastructure including a system of coordination and mutual support for official statistics.

1.2. Terms of Reference

The three priorities originally identified by Liberia for the three GDDS management missions were:

- Priority 1 Organisation of the national statistical system
- Priority 2 National Statistical Strategy
- Priority 3 Capacity building and training

The specific objectives for mission 3 were agreed with the DG in advance as follows:

Task 1 – Development of a Training programme for NSS staff

This is a part of original priority 3

The expert will hold meetings with the relevant officials in LISGIS and government and develop the initial ideas from mission 1 and the NSDS into one or more costed project proposals and make suggestions on from where the funds might be sourced to implement the proposal.

The original proposals from mission 1 are reproduced below for ease of reference:

1. *A program consisting of a series of induction and in-service short courses for professional and non-professional staff of the NSS should be organised by LISGIS, but using expertise and resource persons from other organisations within LIBERIA as well as LISGIS. Topics to be covered would include statistical software; report writing; sampling as well as specific statistical topic areas such as the Census and National Accounts.*
2. *A modular in-service programme of qualifications in official statistics aimed at the staff of the NSS to be run by the University of Liberia. This would consist of a modified version of the existing Certificate (post high school); Diploma (2nd year) and at a later stage a Bachelors degree level programme (requiring the Diploma as an entry qualification).*
3. *Programs of staff interchange between LISGIS and other members of the NSS.*

4. Attendance at international short training courses (e.g. IMF institute) and study visits to neighbouring countries.

Task 2 – Expansion of MOUs

This is a part of original priority 1

The consultant will review reactions to the June 2008 prototype MOU between LISGIS and the ministry of Agriculture. Modifications will be made as necessary and a final draft for approval and signature would be prepared.

On the assumption that the concept of MOUs finds favour with Ministers and senior staff, further draft MOUs will be prepared (if not already done by LISGIS), covering health, education, central bank and other key Ministries/agencies producing statistics on a regular basis.

Task 3 – Implementation plans for the NSDS

This is a part of original priority 2

The consultant will assess the current situation and advice LISGIS on the next steps including development of an implementation plan and funding proposals.

Task 4 – Other tasks under as requested by the SG

Additional tasks requested by the Director General and which fall within any of the original three objectives of the GDDS project would be undertaken insofar as time permits. Progress on earlier recommendations made during missions 1 and 2 would be reviewed.

1.3. Other Donors involved.

AfDB have funded the preparation of the NSDS (to February 2008) and UNDP have funded NIMAC (which provided support to LISGIS and the NSS until September 2009).¹ UNHCR have been funding the prototype County Statistics Offices known as IMOs. Many agencies have supported particular statistical surveys and the census, but it is not clear at this stage which agencies will fund the NSDS implementation.

1.4. Organisation of Mission

A new team of 4 persons has been set up as NSDS secretariat. Diavana Koikoi, the GDDS coordinator, heads this unit and provided the main facilitation arrangements for my visit. A second person from this new team (Ohyndis Slewern) assisted. He was also my link person during the earlier June mission. A meeting was held with the DG on the first working day in the office and a final debriefing meeting held on the last day (including deputy DGs and the UNDP advisor).

The mission consultant also attended the NSDS launch event and a meeting of the Committee, chaired by the Minister of Finance, which is monitoring the PRS during his first week.

¹ NIMAC was closed down in September 2009 during the mission. A formal hand over ceremony was held on 11 September at LISGIS. Some staff have been taken on by LISGIS. The former Director has remained with UNDP and will continue to have a statistical role as link person between the UN agencies and LISGIS.

PART 2 – MAIN REPORT

2.1. Review of recommendation from June 2008 mission

Task 1 – Country Statistics Units

- R1. County Statistical Units (CSUs) to be established in all 15 counties. All would have a minimum of two permanent LISGIS staff consisting of field supervisor and database manager. A computer should be provided to each office (15).*
- R2. County Statistical Officers (CSOs) would be appointed initially in 5 of these CSUs and take charge of all 15 CSUs (3 counties each), plus responsibility for the functions of the existing IMOs. A vehicle plus driver will be required for each of these plus a network data link to head office.*
- R3. A new sub-national statistics unit headed at professional statistician level would be established at LISGIS head office to assist and support the CSUs.*
- R4. The new structure should be implemented over 2 financial years starting from July 2008. The need for further CSO appointments (perhaps up to 10 in total) should be evaluated at a later stage after experience with the initial organisation. The new appointments of 40 staff² should be made as soon as possible and no later than July 2009.*
- R5. All new LISGIS county posts would be advertised, but with all existing IMO staff automatically short-listed for the new posts. Additional salary allowances would be paid to avoid any substantial drop in salary for the existing staff, until such time as LISGIS salaries are realigned with the market rates.³ Induction training should be provided for the new staff. The new CSO appointees should spend the first three months at LISGIS head office in Monrovia and with Statistics Units of Ministries.*
- R6. Responsibility for the three UNHCR monitoring forms currently collected by the IMOs should be handed over to the appropriate government ministry or agency as soon as possible. They are not statistical forms as they contain confidential details of incidents and names. However they do generate statistics as a by-product. They might continue temporarily under the CSU/IMO structure as a transitional arrangement if funding were available.*
- R7. The community facilities form completed every 6 months for every village/community in Liberia might be worth continuing as a simple means of updating census data (including inter-census population estimates). UNHCR data should be examined against the benchmark of the Census to validate it, and to ensure the data actually cover the whole of Liberia as claimed by UNHCR.*
- R8. Some or all of the 250 UNHCR/IMO field monitors could become part of the LISGIS part-time field enumerators, and continue temporarily with the humanitarian monitoring forms if funding is available.*

² 5 CSOs; 5 drivers; 15 field supervisors and 15 database managers.

³ The posts will be advertised as requiring a first degree qualification in a relevant subject, However some flexibility should be allowed to cater for those who have extensive relevant experience and training, even without a formal first degree qualification.

Current Situation

A larger office than envisaged in the mission recommendations is planned in 7 counties with the intention to roll out to all 15 at a later date. The funding is from the direct government support for LISGIS. Job adverts will be published soon. The new CSUs will not take over the role of IMOs, but the staff of these units may apply for the new LISGIS posts. Each CSU would have a staff of 7 consisting of: Director; Deputy Director (Cartography); Cartographer; Assistant Statistician (Field supervisor); Database Manager; Secretary and Driver.

Apart from survey supervision and assistance to ministries in data collection, a major role for CSUs in continuous updating of the GIS based census maps is envisaged. It is not clear to the mission how this will assist with statistical surveys based on census listings of households and businesses.

The missions' advice from June 2008 for a smaller staff and fewer full CSUs was reiterated this time.

Task 2 – New home for LISGIS

- 1. Option 1 (staying in the existing building) should be rejected as it does not provide a permanent home; leaves LISGIS and its staff with inadequate accommodation; and any move of government out of Monrovia might be 15 or more years into the future.*
- 2. Options 2 (renovation of a government building) and 3 (new build) should be developed into firm costed proposals for discussion with the LISGIS Board and with funding partners.*
- 3. Some spending on the existing building and the new annex will however still be necessary to cover the next two years of more while the new building is being renovated or built.*

Current Situation

Option 2 has been followed. The Government have provided LISGIS with three empty government-owned buildings on one site. Funds for rehabilitation of these buildings up to a suitable standard are being sought. The proposal for a second rented building next to the current office has been abandoned.

Task 3 – NSDS

- R1. LISGIS to finalise the NSDS document in July, and circulate it to all stakeholders, after endorsement by the Cabinet. Discussions can then start on funding and arrangements made for a high profile public launch event.*
- R2. External funding will be required for the statistics programme of the NSDS, for training and development of staff and for setting up the implement, monitoring and evaluation team within LISGIS.*
- R3. LISGIS to submit a revised application to the World Bank TFSCB to cover some of the above costs.*

Current Situation

The document was published and launched on 9 September 2008. A new team (NSDS Secretariat) of 4 persons to help implementation including monitoring and evaluation has been put in place. Discussions on funding have started and a proposal to the World Bank Trust Fund will be submitted after the current mission.

Task 4 – Strengthening the NSS

- R1. LISGIS and MOA to finalise the MOU [or Agriculture] and commence implementing its articles.*

- R2. LISGIS to discuss similar MOUs with Health and Education and if possible prepare first drafts.*
- R3. Further MOUs with key Ministries and the Central Bank to be considered as part of the third GDDS mission.*
- R4. A specialist mission on drafting a new statistics law (or amendments to the existing law) should be requested from the IMF, UN or the World Bank.*
- R5. Data requirements of the FNHMS should be integrated within existing survey plans for agriculture, health and nutrition.*

Current Situation

Agriculture commented on the draft MOU, but no further progress was possible due to lack of time and other priorities.

The idea of a continuous household survey (rural and urban) to help monitor the FNHMS is being discussed in the context of setting up the CSUs and a new permanent field staff supervision structure. If funding were available this could become an important new aspect of the NSDS survey strategy providing a new permanent vehicle for additional ad-hoc survey modules to be added as required.

A specialist mission on the statistics law will be requested by LISGIS under the WB GDDS programme.

Economic statistics

- R1. Equal weight must be given to economic statistics in the NSDS programme of statistical improvements.*
- R2. Technical assistance and training on national accounts, prices and external trade are required by LISGIS, as well as funding for the proposed annual national accounts business survey.*
- R3. LISGIS should approach potential providers of the above assistance (e.g. IMF and the European Commission). They should also speak to the Central Bank about nominating LISGIS staff for suitable IMF Institute training courses*

Current Situation

The IMF Resident Representative is supportive of the idea of a scoping mission on economic statistics as is the existing IMF resident advisor on BOP at the Central Bank. The idea of an IMF full time resident statistical advisor to LISGIS will also be explored.

2.2. Task 1 – Training and Staff Development Programme for the NSS

Summary

The priority specified by NSS Directors during consultations was to get the induction and short course programmes off the ground in 2009 jointly with the University of Liberia, Institute of Population Studies (IPS). Indicative costs to be funded by donors are estimated at \$80k over three years. UNDP have agreed to consider funding this programme.

A modular in-service degree programme in official statistics to be run by IPS would follow on in 2010 and 2011 (indicative costs to be funded by donors estimated at \$190 over three years).

A limited number of staff are also sponsored for masters level training abroad, but the priority for post-graduate level training should be short subject area specific courses abroad such as those run by the IMF Institute in Washington and Tunis (national accounts and prices) and similar courses run by the ILO, US Census Bureau and other international agencies.

In addition the mission recommends encouraging staff interchange within the NSS to broaden experience and develop common understanding between producing agencies and a shared sense of being part of the NSS. Two initiatives coordinated by the NSDS implementation support team or the HR function at LISGIS might be:

- Job swaps for 6-month between LISGIS and Ministries/Agencies with the persons involved keeping their existing job and terms and conditions and returning to their parent body at the end of the period.
- A system of internal NSS job advertising for all vacancies.

During the mission meetings the importance of learning from others in the region via study tours and attendance at meetings of African statisticians was also emphasised.

New Induction course and short courses

To be organised jointly between LISGIS and the Institute of Population Studies (IPS) and would use the IPS training room. The current LISGIS building does not have the space and furthermore equipping the IPS room will provide facilities to be used for other statistical courses.

LISGIS would appoint a training coordinator/manager as part of the NSDS team. A needs assessment would be conducted to help assess demand and an example of a possible needs assessment pro-forma is provided at Annex 3. During the final day discussions the DG suggested that this might be better is a more open format asking Directors to list what their priorities were for the content of short courses.

Induction course

The 4-month half-time induction course would consist of a one-month compulsory module and three separate one-month optional (but strongly recommended) modules for all new entrants to the NSS and would commence in 2009. Existing staff might also benefit.

The induction course would follow the same model as the existing Certificate in Statistics Programme (CEST). Students would work in their office every morning and would then go to the University or LISGIS in the afternoon.

Simplified sessions would be included from each of the 9 taught modules of CEST together with presentations from senior statisticians on their specific topic area in official statistics. There would also be training in basis skills: computing (Microsoft Word, Access and Excel); Numeracy (preparing tables) and Literacy (report writing) and presentation (graphs).

The four one-month part time modules would be as follows:

- Module 1 (compulsory) would be about the work of the NSS with presentations from all the key areas and Ministries. In addition students would spend a week (PM only) assisting in the economic statistics division and the social survey divisions of LISGIS.
- Module 2 "Survey Techniques and Field Methods" would mainly be for household and business survey staff and field supervisors.
- Module 3 "Computing and Data Processing" would be important for all staff.

- Module 4 “Analysis and Report Writing” would be mainly aimed at new professional statisticians and the new County Statistics Officers.

Short courses

In addition LISGIS and IPS would run a series of short skill based courses in use of computers and software, and statistical skills. These would run throughout the year depending on demand. They would be full time for between 1 to 3 days each, depending on the content, and would run as frequently as necessary in response to demand. The content would be largely taken from the induction modules above. Topics mentioned during the mission meetings included: basic computing and Microsoft software skills, SAS, SPSS, and Excel.

Two Ministries also asked for training in use of GIS software, and for LISGIS to assist in setting up a permanent GIS unit within their Ministries.

Draft Budget for induction and short courses (for three years 2009 to 2011)

Item	Donor funds	Local funds
Salary of LISGIS training manager inc allowances @450 per month		\$16,200
Local transport and telephone charges @1000 per year		\$3,000
PC for training manager @1700	\$1,700	
Printer @500	\$500	
Stationary/toner/office supplies @1500 per year	\$4,500	
Networked PCs + server (at IPS)	\$35,700	
Printers for IPS	\$2,000	
Specialised stencil printer (Epson)	\$900	
Projector and scanner	\$2,000	
Payments to IPS for lecture room @2,000 per annum	\$6,000	
Honorarium payments to presenters @100 per session	\$24,000	
Total	\$77,300	\$19,200

In-service degree programme in official statistics

The existing Certificate in Statistics (CEST) course runs for 12 months part time (two semesters of 6 months). The students work in their offices every morning and then attend the University in the afternoons. The Institute of Population Studies (IPS), part of the University of Liberia, runs the course.⁴ It originally only covered demographic and social statistics. However it now has an economic statistics module to balance its attraction and currently has 45 students enrolled.

Once the joint LISGIS/IPS induction programme described above is launched then prospective candidates for the 12-month certificate course could be identified from it.

⁴ IPS also delivers degree level courses in demographics and statistics, as a minor option within the University full time degree programme.

IPS currently has very limited facilities with no computers and no overhead projector in the lecture room. Material in the library is very limited. Staff at IPS are mostly part time coming in when there is a course to deliver. They also have jobs elsewhere, some at LISGIS

The 10 modules that all students must follow for the CEST are as follows

1. Basic Mathematics
2. Methods of Data Collection
3. Official Statistics and Statistical Organisation in Liberia
4. Descriptive Statistics
5. Elementary Probability and Statistics
6. Population and Health Statistics
7. Economic, Industrial Manpower and Labour Statistics
8. Social Statistics
9. Sample surveys and their Application
10. Project Work

The proposal is for IPS to develop a similar programme at the higher (diploma) level during 2009, and launch this programme in September 2010. The following year they would develop a degree level programme and launch it in September 2011. To achieve this, the mission has budgeted for a course leader for 50% of their time plus four visits by an international expert in statistical training and two visits by IPS to countries in Africa that already have similar programmes. For example the East Africa Statistical Training Centre in Tanzania and the ECOWAS French language statistical training centre in Abidjan.

External donor funding would be needed to develop this course and support its running costs in the first few years. Hopefully the running costs in the medium term would be partially supported from the LISGIS or government budget. Unlike the induction course, course fees are specified here at 50% of the estimated cost per student (\$1,000). Students themselves or their employing Ministry/Agency would be expected to pay. The reasons are; these courses provide a marketable qualification to the student, which will help them in their statistical career; and to ensure commitment by the students.

Draft budget for degree programme for three years: 2009 to 2011

Item	Donor Funds	Local funds (student fees)
Course leader salary (half time) @250 per month	\$9,000	
Study/research tours within Africa (2 x 3 persons)	\$12,000	
International Consultant fees @600 per day/4 visits	\$28,800	
International stats training Consultant hotel+ per diem @225, 4 visits	\$9,000	
Air ticket (economy) and incidentals @2000	\$8,000	
PC+ projector + printer	\$2,000	
Printing and publicity materials	\$4,800	
Stationary/toner	\$4,500	
Reference Books	\$6,000	
<u>Running costs at \$1,000 per student per annum (50% from donors)</u>		
Existing Certificate module (45 students for 3 years)	\$67,500	\$67,500
New Diploma module (30 students for 2 years from 2010)	\$30,000	\$30,000
New Degree level module (20 students for 1 year from 2011)	\$10,000	\$10,000
Total	\$191,600	\$107,500

2.3. Task 2 – Expansion of MOUs

A prototype Memorandum of Understanding (MOU) with the Ministry of Agriculture was developed during mission 2 in June 2008. The concept seems to have been well received although LISGIS staff had no time to take the draft any further. At the start of the current mission it was therefore agreed to try and finalise this MOU and develop 5 further MOUs for the most important Ministries and Agencies: Health, Education, Labour, Finance and the Central Bank.

Meetings were held with all 6 Ministries/Agencies at which training needs were discussed as well as MOUs.

The position as of the last day of the mission (19 September) was as follows

- Agriculture – The third and almost final version has been sent to MOA for agreement. It is hoped that the DG may be able to sign it before the end of September. A copy of this version is attached as Annex 4 to this report.
- First drafts for the following were sent out for comment on 16 September. No response had been received by the end of the mission
 - Finance – to cover data and statistics from agencies such as Revenue and Customs, as well as GFS and debt statistics. The macro-fiscal unit will coordinate.
 - Education - the schools side would coordinate also for the Bureau for Higher Education, which covers all colleges and Universities.
 - Health - mentioned in particular the need for assistance from LISGIS is setting up their own GIS facilities.
- Labour – A first draft was sent out on 18 September. Material was offered at the bilateral meeting, which never materialised, so the first draft used the NSDS text plus information from the meeting.
- Central Bank - The mission was told that CBL had already started work on drafting their own MOU covering BOP requirements. However despite several requests the Central Bank were unable to send it to the mission. A first draft was therefore sent to them for comment on 18 September. If a rival draft does materialise from CBL then the NSDS team at LISGIS will need to merge the two. The MOU with the Central Bank will be different from the others in that it will need to specify joint working groups and strategies to support the full handover of responsibility for key economic statistics from the Central Bank to LISGIS. In particular:
 - CPI – Officially published by LISGIS, but unofficially compiled and calculated by CBL.
 - External trade – Separate estimates produced and published by CBL, which differ from those produced by LISGIS. CBL are willing to use the LISGIS series provided it can be speeded up and CBL are assured of its quality.
 - National Accounts – The annual LISGIS extrapolation of unsatisfactory benchmark production based estimates is assisted by CBL.

2.4. Task 3 - Implementation plans for the NSDS

NSDS Implementation Support Team

The mission drafted a revised and extended set of terms of reference for what was to be called the NSDS secretariat (Annex 5). A new title of “**NSDS implementation support team**” is proposed.

This gives a better more pro-active image of what is required by them – the word “secretariat” is rather passive. A meeting was also held with the prospective team members to explain the importance of their coordination and monitoring tasks.

The mission also worked out some indicative costs for management activities associated with the new team and for which donor funding might be sought. These are shown in the table below.

Costs of the NSDS implementation support team and associated costs

Item	Donor funds	Local Funds
Salaries inc allowances - head @450 per month		\$16,200
Salaries inc allowances for team members @350 per month		\$37,800
Local transport and telephone charges @1000 per year		\$3,000
PCs for unit @1700	\$6,800	
Printer @500	\$500	
Stationary/toner/office supplies @1000 per year	\$3,000	
Publicity/printing @1500 per annum	\$4,500	
User/Media Committee - allowance+ lunch @ 100 per meeting	\$7,200	
Local Consultant fees @150 per day	\$18,000	
International Consultant fees @800 per day/6 visits	\$57,600	
International Consultant hotel+ per diem @225	\$13,500	
Air ticket (economy) and incidentals @2000	\$12,000	
<u>Publicity conference</u>		
Lunch	\$2,000	
Hire of Conference facilities, Stationery, Tea Breaks, and Drinks	\$1,000	
Guest international/Africa speaker	\$2,000	
Total	\$128,100	\$57,000

Household Survey Programme

There is a clash of competing priority demands for household surveys to commence early in 2009 before the rainy season gets underway – CWIQ, LFS, HIES, malaria, and agriculture small holders. Apart from the logistics there is also a funding shortfall for the larger of these surveys

Some compromises might be necessary. For example the HIES or the CWIQ might be delayed until end 2009 or early 2010. This might be acceptable if LISGIS or the World Bank commission someone to quickly analyse the 2007 CWIQ budget module to generate (i) cash expenditure by COICOP (for the CPI weights); (ii) total consumption by COICOP (for the national accounts expenditure estimates); and (iii) distribution of total consumption (for poverty measurement).

Combining the survey proposals might also be considered. For example a labour module added to the HIES; or a budget module added to the CWIQ. However a full 12-month interview programme is highly desirable for accurate estimation of poverty taking account of seasonal variation. IMF supports this, but do not have donor funds.

5 County Statistics Units (CSUs)

The mission continues to recommend that the establishment of the County presence by LISGIS should concentrate on data collection/entry activities. There should be a field supervisor appointed and located in every County. Data dissemination and briefing at the county level can and should be handled by five main offices serving all 15 counties (provided if they have a car and driver).

Each of these five CSUs might have 4 posts: a County Statistics Officer (head of office); a cartographer/ field supervisor; a database manager/admin support; and a driver/messenger. The mission commented to on draft terms of reference for the first three of these posts. They would report to one of the Deputy DGs plus one centrally based statistician responsible for sub-national statistical data (and not to the NSDS implementation support team).

The sub-offices in the remaining Counties would consist of a field supervisor only (possibly with a data manager) managed from the parent CSU. This smaller staff complement than currently planned would leave more funds available for the priority task of strengthening LISGIS head office capacity to deliver on the NSDS programme of improved statistics.

Salaries of the new posts are to be funded from the LISGIS government funds but donor funds should be sought for 5 cars; 10 motorbikes, 5 laptops, 15 PCs and 5 satellite or other electronic links to head office (for data transfer), and other overhead costs to run these offices.

Training for CSU staff would need to be arranged. The best approach would be for all new recruits to spend at least three months at head office in Monrovia and attend the part-time induction modules once they get started. At a later stage staff might be seconded to Monrovia to attend the certificate and diploma courses in official Statistics at IPS.

2.5. Task 4 - Other Issues

During the central bank meetings it became clear that no progress had been made on establishing LISGIS as the sole provider of external trade statistics. No data had been sent to the central bank and they therefore continue to produce their own estimates for BoP purposes. LISGIS staff were urged to rectify this and start discussions with the Central Bank on elimination of duplication.

Likewise no progress had been made on handing over full responsibility for the Monrovia CPI to LISGIS. The mission had no time to investigate progress on national accounts but there are no plans yet for the essential requirement of a business survey of value added.

In the light of the above a meeting was held with the IMF Resident Representative in Liberia. He was aware of the problems and expressed support for the idea of a scoping mission on economic statistics to determine what actions and follow up are needed. He also thought that the possibility of an IMF funded economic statistics resident advisor should be investigated.

The UNDP funded organisation known as NIMAC was closed down during the mission. Some of the staff on GIS and on customer services have been transferred to LISGIS, as also have the equipment and other assets.

The ex director however remains with UNDP and will continue to provide advice and support to LISGIS and the NSS. He will particularly focus on NSDS implementation, CSUs and training. He has some funds for this from the European commission, which have been allocated to UNDP to disperse. In discussion the ex director explained that he would prefer to continue to be based at UNDP, but would be prepared to work from LISGIS if the DG wished.

2.6. Recommendations and Next Actions

Most of the following recommendations and actions were discussed and agreed with the Director and Senior staff of LISGIS on the final day of the mission. Those marked * are additional recommendations not discussed on the final day.

Training

1. LISGIS to discuss the short course and degree programme proposals with IPS and revise as necessary
2. UNDP advisor to agree funding for the induction and short course programme
3. LISGIS and IPS to seek interested donors for the proposed in-service degree programme as part of NSDS implementation (e.g. UNDP, DFID, World Bank).
4. NSDS team and UNDP advisor to finalise the needs assessment pro-forma (Annex 3) and send out to directors to cover the whole of the NSS including LISGIS.

MOUs

1. LISGIS to finalise the Agriculture draft for signature by the end of September.
2. LISGIS to chase up comments and produce second drafts for the other 5 MOUs by end October, with a view to a final draft by the end of November 2008.
3. LISGIS to commence monitoring the action points in these 6 MOUs once they have been signed.
4. LISGIS to start work on first drafts of the other 9 Ministries/agencies specified in the NSDS (target first drafts by end December 2008).
5. LISGIS to gradually increase statistician staff resources devoted to each of the main topic areas covered by the priority MOU. Expert dedicated topic statisticians are required at LISGIS in each major topic area, including agriculture, labour, health, education and financial/fiscal statistics. Advanced short course training overseas in each of these topics is also required by LISGIS as well as by the statisticians based in the Ministries/Central Bank

NSDS Implementation

1. DG to hold a series of bilateral meetings with prospective donors as soon as possible
2. Follow this by a round table meeting of donors to identify who might assist with what and get some commitment.
3. An application should be made to the World Bank TFSCB to support the NSDS implementation. This should be developed jointly with the local office of the World Bank. This might include updated estimates of the NSDS planning and coordination costs shown in this report (estimated at \$130k).
4. LISGIS to discuss the funding shortfall for the household survey programme with donors; consider logistics and priorities and reschedule the planned programme over the period 2009 and 2010.
5. *DG to discuss with the IMF the idea of a “scoping mission” on economic statistics to determine what actions and follow up are needed to strengthen the economic statistics work at LISGIS and ensure a full hand over of responsibilities for external trade, national accounts and CPI from the Central Bank. This mission should also examine the option of an IMF funded economic statistics resident advisor in LISGIS.
6. *LISGIS to provide a room for the UNDP advisor (ex director of NIMAC) so he can work from the LISGIS building and be on hand for discussions and advice as required.

ANNEX 1 – Acronyms and Abbreviations

AfDB	African Development Bank
CBL	Central Bank of Liberia
CEST	Certificate in Statistics
CPI	Consumer Price Index
CSO	County Statistical Officers (of LISGIS)
CSU	County Statistics Units (of LISGIS)
COICOP	Classification of the Functions of Government
CWIQ	Core Welfare Indicators Questionnaire (Survey)
DG	Director General (of LISGIS)
FNHMS	Food Nutrition and Health Monitoring System
GDDS	General Data Dissemination System
GIS	Geographical Information Systems
HIES	Household Income and Expenditure Survey
IMF	International Monetary Fund
IMO	Information Management Office (at county level)
IPS	Institute of Population Studies, University of Liberia
LISGIS	Liberia Institute of Statistics and Geo-Information Systems.
LFS	Labour Force Survey
MOA	Ministry of Agriculture
MOU	Memorandum of Understanding (or Agreement)
NIMAC	National Information Management Centre (of UNDP)
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
PRS	Poverty Reduction Strategy
TFSCB	Trust Fund for Statistical Capacity Building (of World Bank)
UNDP	United National Development Programme
UNFPA	United Nations Population Fund
UNHCR	UN Humanitarian Committee for Refugees
WB	World Bank

ANNEX 2 – List of Persons Met

<u>Name</u>	<u>Job Title</u>
LISGIS	
Dr. T Edward Liberty	Director General
Francis Wreh	Deputy Director General and NSDS Coordinator
Mariah Quaye	CPI Statistician and acting Director of Economic Statistics
Diavana Koikoi	GDDS Coordinator and head of NSDS Secretariat
Ohyndis Slewern	NSDS Secretariat
Pearl Yaryor	NSDS Secretariat
Bunchie Tarr	NSDS Secretariat
MINISTRIES	
Kehlebee Gongloe	Assistant Minister (Statistics), Ministry of Labour
Dauda Krowmah	Deputy head of Statistics, MOL
Kwie T Yorke	Statistician, MOL
Nmah Bropleh	Assistant Minister for Planning. Ministry of Health and Social Welfare +staff of statistics function.
Mr Koma	HIS Director, MoH
Mohamed Sharif	Head of Macro-Fiscal Unit, Ministry of Finance
Mr Amadu Cpahn	Macro- Fiscal Unit, Ministry of Finance
Mr Boima Kiadu	Macro- Fiscal Unit, Ministry of Finance
Mr Sumo	Director of Information and Computer Services, Ministry of Education
Mr David Gbawoquiya	Bureau of Higher Education, MOE
Mulba J Bryant	M&E Unit, Ministry of Agriculture
Djibilla Madougou	Advisor (USAID), Ministry of Agriculture
Reginald Fannah	Head of Statistics. Ministry of Agriculture (and also local consultant on NSDS).
OTHERS	
Abdulai Jallow	UNDP
Emanuel Fiadzo	Economics Cluster, World Bank, Liberia
Rebecca Simson	Research Analyst, World Bank, Liberia
Yeyea Kehleay(Ms)	Administrative Assistant, World Bank, Liberia
Michael Tharkur	IMF Resident Representative, Liberia
Geegboa A Geegboa	Head of Economics, University of Liberia (local NSDS consultant)
Dr Saydee	Head of Institute of Demographic Studies, University of Liberia
S. Momolu Getawah	Advisor to Institute of Demographic Studies, UL
A Richard Dorley	Director of Research, Policy and Planning, Central Bank of Liberia
MacDonald Saye Goanue	Assistant Director (Statistics), CBL
Tigran C Teriemezian	IMF resident BOP advisor, CBL
Christopher Wallace	Head of BoP, CBL

ANNEX 3 – Proposed Training Needs Assessment Pro-Forma

Please complete the following table showing the numbers of staff in the Statistics Function of your Ministry/Agency who would benefit from general locally based training in statistics and related courses based on the needs of staff in your Division/Department. Specialised courses in your own subject area are excluded from this needs assessment exercise, as are advanced and post-graduate courses abroad. Please be aware that implementation of these proposals will be dependent on the availability of donor financing.

The proposed induction course in statistics would be aimed at new recruits to statistics functions and would run as four one-month part time modules (afternoons only). It would cover basic statistics and computer skills plus knowledge of the statistical system and the statistical work of LISGIS and other ministries/Agencies. Module 1 would be compulsory for all new entrants.

The short courses for statistical work would run for 1 to 3 days depending on content from sometime in 2009 and would be repeated as frequently as demand requires.

The in-service Certificate in Official Statistics (CEST) is already being run by the Institute of Population Studies (but covers all aspects of official statistics not just demographic statistics). It runs for 12 months on a part time basis (afternoons only). The proposed in-service Diploma in Official Statistics would be launched in 2010 following a similar format and take this syllabus to a higher level. The degree level module would follow in 2011.

Please return this pro-forma to

Numbers of staff to be trained

In-service qualifications in Official Statistics	2009	2010	2011
Induction 1 Introduction to official statistics (1 month part-time)			
Induction 2 – Survey Techniques and Field Methods (1 month part-time)			
Induction 3 – Computing and Data Processing (1 month part-time)			
Induction 4 – Analysis and Report Writing (1 month part-time)			
Certificate in Official Statistics (12 months part-time)			
Diploma in Official Statistics (12 months part-time)			
Degree Programme in Official Statistics (12 or 18 months part-time)			

Numbers of staff to be trained

Short course Topic	Introductory level	Intermediate level	Higher level
Report writing and presentation of statistics			
Creating and presenting graphs			
UN Fundamental Principals of Statistics			
Dissemination of statistics			
NSDS			
Basis statistical concepts			X
Practical Sampling techniques	X		
Regression analysis	X	X	
Demographic and Social Statistics and Indicators			
Economic Statistics and Indicators			
Survey and analysis software (e.g. CSPRO, SPSS)	X		
Other (please specify)			

Higher Level= For professional statisticians or equivalent professionals

Intermediate = For junior or trainee statisticians, experienced statistical officers or equivalent.

Introductory = For new recruits and inexperienced statistical officers.

Name:

Signature:

Position:

Department/Ministry:

Date:

Tel:

Comments:

ANNEX 4 – 3^d Draft of proposed MOU with Ministry of Agriculture

Title: Agreement between the Ministry of Agriculture, Department of Planning, and Liberia Institute of Statistics and Geo Information Services (LISGIS)

Project name: National Statistical System

Agreement number: MOU 01

Parties involved:

	LISGIS	Ministry of Agriculture
Signatory	Director General	Minister of Agriculture
Responsible officer	Deputy DG, Statistics and Data Processing	Deputy Minister, Planning and Development.

CONSIDERATIONS

This document contains a specification of the statistical work being undertaken in the area of Agriculture statistics, and of the expectations of each party to the agreement.

As both the Ministry and LISGIS are part of the Government of Liberia (GOL) a legal contract between the two would not be appropriate. However both parties agree to treat the commitments in this document as if they were legally binding.

The Ministry is the lead agency for commissioning statistical work in this subject area, with help and support from LISGIS. LISGIS is responsible under the Statistics Act for classifications and coordination of all statistical work in the country.

The objective of this document is to clarify working relationships and narrow areas of misunderstanding between the signatory parties. It will not be used as an excuse by either party not to respond to new demands and needs of the GOL that might emerge after signature.

This MOU will be reviewed and updated every two years or more frequently if necessary.

AGREEMENT

The signature parties to this MOU have reached the agreement to each of the following articles.

Article 1 Topic of Agreement

This agreement concerns all official statistics in the field of Agriculture, Fisheries, Forestry and Food Security.

Article 2 Roles of parties and way of working together.

The parties involved hereby appoint the following MOU officers, who will manage the details of this agreement on a day today basis.

	LISGIS	Ministry of Agriculture
MOU officer	Director of Economic Statistics	Director of Statistics

Regular progress and liaison meetings will be held at MOU officer level and written records kept of these meetings. A joint progress report will be prepared 6 months after signature of this MOU and subsequently every 6 months. The responsible officers to this agreement will both attend meetings of the NSDS Technical Committee and raise any major issues of difficulty at these meetings.

Failure to publish and/or supply statistics to the timescale specified in this agreement would be discussed and remedial action taken as necessary.

Article 3 Planning of work and coordination

Annual statistical work plans will be jointly prepared in the framework of the 2008 NSDS; the PRS, and any updates subsequently issued. A strategic sector statistics plan in the field of Agriculture will also be prepared, agreed by both parties and updated as necessary. A NSDS Sector Committee chaired by the ministry will be set up to develop this sector plan including the agriculture statistician from LISGIS, and major users of the statistical data in this subject area.

Both parties agree to use their best endeavours to ensure that these plans are achieved by providing mutual support to each other as relevant and as necessary.

Data collection and other statistical work at county level will also be coordinated between the County Statistics office of LISGIS and the County office of the Ministry. County-based statistical staff will mutually support and assist each other in their data collection and statistical briefing responsibilities.

The formal mechanism for coordination will be via the Statistics Coordination Committee, chaired by the DG, and the appropriate NSDS sector committee established under the NSDS. However this should not prevent bilateral discussions from taking place between meetings as necessary to solve bilateral problems.

For the present time the agreed statistics strategy of the Ministry is to concentrate on assembling and analysis of available data and to leave LISGIS to take the lead on collection of new data, with advice and assistance from MOA as appropriate. This reflects the need for the Ministry to build up expertise in its core activities, prior to taking on any future new statistical data collection functions.

MOA has the lead responsibility under PRS for monitoring and evaluation the agricultural sector, and for the Food Nutrition and Health Monitoring System (FNHMS). They intend to commission LISGIS to collect the data required for these purposes.

Article 4 Periodicity and timeliness of outputs

Statistics collected by Ministry of Agriculture will be published to the following timetables on their website and in 'title'

1. Annual production estimates for the major crops.
2. Monthly market prices of agricultural produce (Agricultural Market Information system).

This same data will be supplied in aggregate to the same timetable to LISGIS for inclusion on their website and in summary publications such as the Annual Statistics Bulletin.

A Post Harvest assessment Survey was conducted in March 2008 (by FAO/WFP on behalf of the MOA, but the involvement of MOA staff was minimal and FAO still house the database. Many other small-scale ad-hoc agricultural surveys have been conducted by international agencies and NGOs, but there has been little dissemination of data.

Statistics collected by LISGIS relevant to the topic of Agriculture will be published to the following timetables on their website and in the Annual Statistics Bulletin.

1. Annual estimates of output and value added of the agriculture sector (part of national accounts) by the end of the year following the reference year.
2. Monthly consumer prices of agricultural products in Monrovia (part of the Monrovia CPI) by the end of the month following the reference month.
3. March 2008 Population Census data relevant to agriculture by March 2009.
4. Monthly imports and exports of agricultural produce by the end of the month following the reference month.

This same data will be supplied in aggregate to the same timetable to Ministry of Agriculture for inclusion on their website and in summary publications.

The Ministry and LISGIS will both publish an annual advance release calendar for the forthcoming year for statistics in their respective areas of responsibility.

Article 5 Quality criteria

The Ministry will follow established international standards in its statistical work, and will consult with LISGIS before departing from these standards, and on all its survey plans. Classifications used will also be based in international classifications with any variations specific to Liberia agreed with LISGIS.

Full descriptions of methodology and definitions used by the Ministry and by LISGIS in their statistical series (metadata) will be made available on their respective websites and/or provided to users on request.

An occasional self-assessment or external assessment of quality of the statistics collected by Ministry of Agriculture will be conducted. These assessments will make use of the IMF's Data Quality Assessment Framework (DQAF).

Permission is hereby granted by LISGIS to the Ministry of Agriculture to use the term "official statistics" for the following series:

1. None at present.

The following series require further development and improvement work before they can be termed 'official statistics'. If they are published then they should be described as "Ministry Statistics"

1. Agricultural Market Information System.

Article 6 Plans for Improvement

The Division of Monitoring, Evaluation and Statistics of the Ministry of Agriculture in collaboration with LISGIS has the following plans for expansion and improvement in Agriculture statistical work. They intend for the next few years to commission LISGIS to collect and compile the data, with assistance from their planned new county M&E units.

1. *Crop Production Survey (Annual)*. A regular post harvest national survey of farming households from 2008
2. *Agricultural Market Information System (AMIS) Survey*. This system will include price data for agricultural products at various levels, from farm gate to final consumer. The current data will be expanded to cover all Counties of Liberia from 2009 and to collect farm gate/wholesale prices.
3. *Crop Monitoring and Early Warning System (CMEWS)*. This will be an annual pre-harvest survey of farming households. The objectives are to (a) provide early periodic indications of

expected size of crops to determine desirable import levels to meet production shortfalls; and (b) provide periodic forecasts of supply and demand of Liberia's staple diet (rice and cassava),

4. *Development of Fishery and Agriculture Database.* The MOA will work with LISGIS to build the capacity necessary to create this long-overdue database. Pulling together in one place all available information relevant to the agricultural sector.
5. *Fishery and Livestock Surveys.* There is an increasing demand for fishery and livestock statistics, including for providing critical data for the national accounts.
6. A household based *Census of Agriculture* in 2010 (jointly and with household survey fieldwork by LISGIS).

Items 1, 3 and part of 5 could be covered by a panel survey of a sample of agricultural households based on three interviews per years – pre-planting, post planting and post harvest. This might be supplemented by an annual or quarterly survey of large and medium commercial farmers.

MOA and LISGIS will examine the consumer price data collected on agricultural produce by both organisations (2 above for MOA, CPI for LISGIS) with a view to eliminating duplication. New data on wholesale/farm gate prices are needed by both organisations, and it might be appropriate for MOA to concentrate on this aspect of price statistics.

MOA and LISGIS will also examine the available data and information needs of the Forestry sector, responsibility for which falls to the independent Forestry Commission, but which is chaired by the Minister of Agriculture.

LISGIS plan the following new surveys and improvements relevant to the topic area of Agriculture statistics and food security:

1. Improved annual national accounts, including estimates for the agriculture sector
2. Improved CPI covering the whole country.
3. Improved and agreed monthly external trade data
4. *Annual Core Welfare Indicators Questionnaire (CWIQ) Survey.* Important for monitoring poverty and food security.
5. *Household Income and Expenditure Survey (HIES) in 2009.* This will identify households producing food for own consumption and or sale and will also measure the numbers living in poverty (based on actual consumption).
6. *Demographic and Health Survey (LDHS) in 2010.* This will include nutritional information.
7. *LiberiaInfo.* LISGIS will maintain this database developed to store data and produce maps for all surveys, censuses, and related statistical products in the country. It will be updated as frequently as possible beginning 2008.
8. *Census.* The field enumeration for the March 2008 Census has been completed and provisional results were published in June 2008. Final and full data will be available by March 2009.
9. *Decentralization.* LISGIS plans to open statistics units by the end of 2009 in the 15 counties for the collection and dissemination of official statistics.

In addition the Ministry of Labour plan to run a Labour Force Survey of households in 2009 followed by a larger scale survey in 2012. This will provide more detail than the Census on numbers and hours engaged in agricultural activities by household members.

A new Food Nutrition and Health Monitoring System (FNHMS) has been proposed, involving regular interviews with a sample of households. LISGIS, MOA and Ministry of Health will discuss how this can be integrated with existing NSDS plans for household surveys to avoid duplication and wasted resources.

Article 7 Staff and other Resources

Numbers of staff by qualification and job title working on the new unified head office Monitoring, Evaluation and Statistics Division of the Ministry of Agriculture are shown below

Professional (Analysts)	2
Database staff	3
Data collection and quality control staff	11

It is also planned to set up one post in each of the 15 Counties with Monitoring, Evaluation and Statistics functions.

Within LISGIS one statistician is currently designated to support the work of the Ministry of Agriculture for half of his/her time (Economic Statistics Division). Other staff of LISGIS will also support the work of statistics on Agriculture as necessary and depending on the topics being covered in the household census and survey programme.

This input by LISGIS will be expanded to one agriculture statistician full time during 2009. In addition MOA will second one member of staff to LISGIS to help form the nucleus of a future larger agriculture statistics unit.

Staff of the statistics function of the Ministry of Agriculture will be invited to participate in relevant training and development seminars and workshops organised within LISGIS. They will also be offered opportunities for gaining formal qualifications in statistics. Should they wish to make a longer term career in official statistics, then LISGIS will try on a best endeavours basis to arrange for a career move to another statistics subject area in LISGIS or in another Ministry at a time that is judged suitable by both the individual concerned and by their line management in the Ministry of Agriculture.

Article 8 Intellectual ownership

The Ministry of Agriculture will own all rights to statistical data collected or commissioned by the Ministry (copyright). The data will be shared with LISGIS who will be free to republish it provided the source is always quoted.

All rights to statistical data collected directly by LISGIS will be owned by LISGIS (copyright). The data on the topic of Agriculture will be shared with the Ministry of Agriculture who will be free to republish it provided the source is always quoted.

Disclosive confidential micro data will also be supplied to LISGIS if requested, on strict conditions that it will be protected under the Statistics Act and no confidential data about individual respondents published without the permission of the respondent and the Ministry.

Article 9 Period of duration of the Agreement

This agreement will remain in force from the date of signature below until replaced by an updated MOU. Updates are currently planned to be on a 2-year rolling basis.

END

Agreed by the parties below in Monrovia on this day of 2008

	LISGIS	Ministry of Agriculture
Name	Director General	Minister of Agriculture
Signature		
Date		

ANNEX 5 – Proposed Terms of Reference for the NSDS Implementation Support Team

LISGIS and the relevant ministries and agencies will carry out implementation, as specified in Chapter 5 (page 21) of the NSDS document, July 2008. The Board of LISGIS will take on the role of NSDS Steering Committee.

The Director-General has nominated 4 staff of LISGIS to serve as the NSDS implementation support team, with mandate to facilitate implementation, strengthen coordination and collaboration between LISGIS and sectors (Ministries / Agencies) and monitor and evaluate the implementation of the NSDS.

The NSDS Implementation Support Team specific mandate:

- To proactively facilitate NSDS implementation and funding by continuous liaison with stakeholders.
- To promote the NSDS among all stakeholders.
- To prepare a one-year action plan for implementation and update this every year.
- To roll forward and update the 5-year plan of statistical outputs and NSDS funding estimates every year.
- To prepare and support NSDS progress reports to the Board and stakeholders a semi-annual basis or as required.
- To monitor and assist in evaluation of the NSDS activities.
- To monitor progress on bilateral MOUs and update as necessary.
- To manage general NSDS donor projects and funds where not specifically earmarked for a particular survey or ministry,
- To provide secretarial services to the NSDS Technical Committee.
- To provide secretarial services to the proposed new Advisory/Media Committee.
- To plan and organize and keep records/minutes of all NSDS related committees and ad-hoc meetings, excluding the NSDS sector Committees for which the lead ministry will provide the secretariat.
- To provide support and assistance for all NSDS related technical assistance missions.
- To maintain an up-to-date record of all terms of reference and membership for the difference NSDS roll- out working group or committees

Management Arrangement

- The Team will report to the LISGIS Board/NSDS Steering Committee and the NSDS Technical committee through the LISGIS Director-General
- The Team will be provided operational support through the office of the Director-General.

Membership of the National Secretarial

1. Mr. Francis F. Wreh =====National Coordinator
2. Mr. Diavana Z. Koikoi ===== Secretariat Head
3. Mr. Ohyndis B.Sleweon Jr. == Member
4. Ms. Pearl Yoryor ===== member
5. Ms. Bunchie Tarr ===== Member

Suggested Team Roles

Team Leader (Head)	Secretary to NSDS Technical Committee and Advisory/Media Committee Responsibility for links with external stakeholders, promotion and evaluation Responsible for overall achievements or team and staff management under the direction of NSDS Coordinator
NSS link	Liaison with NSDS sectors and attendance at NSDS sector committee meetings Non LISGIS inputs to action monitoring and budget reports Deputy to Team Leader MOU Monitoring
NSDS planning	Annual 5-year work plans roll forward, Annual 1 year action plan, 6 monthly Monitoring reports.
NSDS budgets/ administration	Annual NSDS 5-year budget roll forward Administration of NSDS central projects and funds Administrative support to the Team leader including minute secretary to the NSDS Committees.
Secretarial Support	To be provided by DGs office