

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

Mission to Liberia: 14 January till January 25, 2008

Report by Philip Turnbull

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PART 1 -INTRODUCTION:

1. Summary and main findings

The Liberia Statistical System (referred to as NSS in this report) and the Liberia Statistics Office (LISGIS) ¹ have a long way to go to be regarded as even a basis functional system. An assessment using the IMF DQAF format is attached at Annex 1.

Some household survey statistics are produced and some economic statistics (mainly via the Central Bank). Some of the statistics units of government ministries are starting to produce usable statistics (e.g health and education) but others are not functioning very well or not at all. 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.

A National Strategy for the Development of Statistics (NSDS) is being developed with funding from the AfDB, which will address all of these issues. A NSDS report is expected in February 2008. The GDDS mission therefore concentrated on mechanisms for implementation of this strategy. The mission consultant was able to consult with the AfDB consultant during the second week of the mission to ensure full consistency.

Mission TOR	Topics	Mission outcomes
Priority 1	Organisation of the national statistical system	A set of recommendations were produced and agreed with the Director General. These include a revised draft of a request for grant funds from the World Bank TFSCB; and proposals for changes to the Statistics Act.
Priority 2	National Statistical Strategy	This is being delivered via the NSDS funded by AfDB. The mission did not therefore address this issue. An extended consultation phase for the NSDS and consultation workshops from February to June is proposed (funded via the proposed TFSCB grant).
Priority 3	Capacity building and training	The issues have been identified and some solutions proposed for further development. This will be the main priority for the proposed second GDDS management module mission later in 2008.

2. Observations about the situation in the country/city/office

The security situation in Monrovia was relatively good at the time of the Mission. UN peacekeepers are still prominent at key buildings and road junctions. There is no central electricity or water supply, so government offices and hotels must rely on generators and bore holes for water. Some new buildings are being constructed, but the city is still littered with burnt out derelict buildings from the civil war period. Some new road construction was underway during the mission. The economy is cash based (mainly US\$) and the banking system does not seem to function well. Credit or Debit cards are not accepted anywhere.

¹ The Full Title of LISGIS is the Liberia Institute of Statistics and Geo-Information Systems.

The Statistics Office building is just about adequate, but too small for the numbers currently there. A new building will be required in the near future. Computer, Printing and photocopy facilities are very limited.

3. Remarks about the Agenda and the discussions

A series of meetings were held during the mission with senior LISGIS staff; Selected Ministries; and funding agencies and with the consultants for the NSDS. It was not necessary to visit all statistics units of government as their work and activities are being summarised as part of the NSDS.

Notes of the key points discussed at these meetings and a list of people met are attached at Annex 2.

PART 2 – MAIN REPORT:

1. Priorities and objectives

The general objective is to in place have a “well coordinated NSS”. Priority 1 concerns the Organisation of the National Statistical System.² Priority 2 the National Statistical Strategy; and Priority 3 is Capacity building and training. I was specifically asked to focus on priority 1 for this first mission. Priority 2 is being covered by the AfDB financed NSDS, so GDDS missions should therefore concentrate on priorities 1 and 3.

2. Activities

The following activities were specifically mentioned in the Terms of Reference for the Mission:

- a. Identification of statistical links with the government – Five statistics units were visited and some Deputy ministers met. Fifteen sectors will be documented in the forthcoming NSDS and the mission was concerned not to duplicate the work of the NSDS consultancy team.
- b. Description of statistical activities (main indicators required, main concepts used, kinds of data collection methods, description of statistical domains) – It was decided on day one, with the agreement of LISGIS, not to do this. It will all be fully documented in the NSDS report due in February 2008.
- c. Number of staff and their academic/professional qualifications – Data were requested but have not yet been provided by LISGIS.
- d. Stakeholders meetings and workshops – These have been held as part of the NSDS. Further seminars are planned under a proposed request from Liberia to the World Bank TFSCB for grant funding.
- e. Development of a national strategic and implementation work plan – The NSDS will provide the strategic plan. This will need to be turned into a detailed implementation plan by LISGIS and its statistical partners. The Consultant will examine such plans during the second mission.
- f. Profiling of statistical offices in line ministries and agencies – This was not attempted to avoid duplication with the NSDS.

² Known in Liberia as LSSS - Liberian Statistics and Spatial System.

The following additional activities were undertaken during the mission:

- Data Quality Assessment – See Annex 1.
- Review of the 2004 Statistics Law – See Annex 3.
- A draft of a revised grant application to the World Bank Trust Fund for Statistical Capacity Building (TFSCB) – see Annex 4.³

3. Deliverables.

The mission terms of reference suggest that where possible a draft Memorandum of Understanding or Memorandum of Agreement should be used between the relevant (statistical) government units that work together. With the agreement of LISGIS, the consultants recommends, that such MOUs should not be attempted during the first year of the new strengthened statistical system. The NSS situation in Liberia is too fluid and too basic for such agreements to be worthwhile at this stage. The issue should therefore be considered again in 2009.

The following recommendations were discussed and agreed with the Director and Senior staff of LISGIS on the final day of the mission:

1. The current NSDS process will be completed in February 2008. This version should be the basis for an extended consultation period should to June 2008. This would allow a 3-month consultation phase on the February 2008 draft and a 2-month finalisation phase. A high level statistical awareness-raising seminar is proposed as part of the launch of the final NSDS. This might usefully be linked to the planned publication date and events for the final PRSP.
2. The Statistics Act should be amended to strengthen the coordination role of LISGIS and narrow its functions to statistics only.⁴ Mapping of statistical information using GIS systems would be one such statistical activity, but not the coordination of all spatial data. A change of name for the Institute would be appropriate at the same time, providing an opportunity for the office to re-launch itself using the NSDS as its core business plan.
3. Some other changes to the Statistics Act are also proposed (see Annex 3) , including being less specific about the organisational structure and statistical outputs. An expert on statistical legislation and UN recommended best practice should be asked to undertake a mission under the GDDS program.
4. NIMAC⁵ provide logistic and technical support to LISGIS and the NSS but report to UNDP and have their own priorities. NIMAC will be phased out over the next 2 years and their work integrated within LISGIS. In the short term direct and better value support from them would be facilitated by the temporary loan of staff members to LISGIS to undertake the following priority functions:
 - a. Professional and administrative support to the DG for NSS coordination and NSDS implementation.

³ An application from LISGIS in 2007 was rejected because of its apparent overlap with the AfDB project and because the sum requested was considered too large.

⁴ The Function of coordination of spatial referencing data under the Act could be transferred to the Cartography Unit of the Ministry of Lands, Mines and Energy. GIS statistical activities would continue at LISGIS.

⁵ The National Information Management Centre, set up, run and funded by UNDP to assist the development of the NSS. The Consultant discussed the idea of LISGIS taking on line management for this centre prior to its integration with their work. The DG felt that this would not work, even if fully funded by UNDP. The Salaries of NIMAC staff are much higher than those of comparable staff in LISGIS, and their loyalties would be divided.

- b. Development and continuous updating the LISGIS website (and integrating relevant parts of their own website with it).
 - c. Support to the DG to plan and set up a network of local statistical data collection offices at the county level (14 counties in Liberia)
5. A revised proposal for grant funding from the WB TFSCB should be submitted by LISGIS to cover: an extended consultation phase for the NSDS; implementation of the NSS aspects of the NSDS; and the training and development of staff. (See draft at Annex 4). Further support may be needed from the trust fund at a later date.
6. LISGIS should explore with Ministries the pooling of County based data collection staff and support infrastructure, or even the centralisation of all such local activities under the new proposed LISGIS County Statistics Offices. A professional statistical function at sub-national level is not a priority until such time as more political and policy autonomy is created below national level. The proposed County statistics offices should therefore be limited to non-professional data collection staff and associated logistics. However an office manager will be required
7. Staff training and development issues to be examined as part of the second GDDS mission should include:
 - a. 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.
 - b. 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).
 - c. Programs of staff interchange between LISGIS and other members of the NSS.
 - d. Attendance at international short training courses (e.g. IMF institute) and study visits to neighbouring countries.

4. Design and content of the module

All countries in Africa have or are producing National Strategies for the Development of Statistics (NSDS). The GDDS management module for Africa should therefore focus more clearly on assisting with this process and helping to implement the strategies.

5. Wider issues of the topic in the country

No further comment at this stage.

6. Intended deliverables of the country.

The following actions and documents are required from LISGIS in advance of the second mission proposed for May 2008.

- Completion of the NSDS (due February 2008)

- Provide World bank and the GDDS Consultant a copy of the Draft PRS (due February 2008)
- Provide the GDDS Consultant with LISGIS Staff Numbers and Budget details.
- Submit Revised TFSCB grant application to World Bank ASAP.
- Prepare implementation plans for the NSDS.

7. Agreed timeframe of the actions and dates for the next missions.

February 2008 – Delivery of NSDS (AfDB funded project); draft GOL Poverty Reduction Strategy (PRS) including the Monitoring and evaluation chapter ready; TFSCB application submitted.

March 2008– Census of Population and Housing (the first for 24 years).

April 2008– Start of extended consultation and stakeholder workshops on NSDS.

May 2008 - Second GDDS mission. The suggested terms of reference would be:

- Develop proposals for staff training and development for existing members of the NSS including short courses organised by LISGIS and a modular degree programme in official statistics at the University of Liberia (main objective).
- Study the first draft of the NSDS expected in February and check on progress towards its finalisation.
- Check on progress against the recommendations from the first GDDS mission and revise as necessary.
- Address other aspects of the development of the NSS as necessary.

June 2008 – Publication of revised and final NSDS.

Late 2008 - Third GDDS mission perhaps using an expert in statistics legislation for drafting of amendments to the Statistics Law (dependent on outcome of mission 2).

8. Working relations.

All staff were fully cooperative and supportive. The Director General however had limited time to devote to the mission because of intense pressures from the forthcoming Census of Population due in March 2008.

9. Preparation issues.

The documents supplied by LISGIS to the World Bank in advance of the Mission were somewhat out of date and with no information on NSDS progress. LISGIS should ensure that e-mail copies of the requested documents reach the GDDS consultant in advance of the proposed May 2008 mission.

10. Recommendations on priorities, objectives, activities and working conditions

This is covered under headings 4 and 7.

11. Other Donors involved.

AfDB are funding the NSDS (to February 2008) and UNDP are funding NIMAC (see sections 2 and 3 respectively).

PART 3 – OTHER ISSUES

1. On travel.

The London – Brussels – Monrovia route (Brussels Airlines) was fine with no serious complications. An alternative for the next visit might be London – Marrakesh – Monrovia using Air Maroc (depending on flight schedules).

The Car and driver private hire service provided via the local World Bank office was excellent. If possible the same driver (Morris Golafeley) and car should be used on the second mission. The local office paid for this and will charge it to the GDDS mission, thus reducing the amount of cash the consultant had to carry.

2. On contracting.

No problems.

3. On the next missions.

See 2.7 above.

4. Final reflections.

The timing of the mission was a little premature. February would have been better when the draft NSDS will be available. Nevertheless the mission was successful because the mission of the AfDB NSDS consultant overlapped with the GDDS mission during its second week

The management and planning of activities and capacity building within LISGIS needs to be given equal if not higher priority that that of the statistics units of the NSS. It is LISGIS who need to provide the lead, support and development of the Statistics Units, but they are not capable of doing that at the present time.

Extensive funding for training and development of staff will be required over and above that covered by the draft TFSCB grant. This requirement will be identified as part of the NSDS, but it is not clear at present where such funding will come from.

ANNEX 1 - Data Quality Assessment Framework (DQAF)

Management and organisation of the National Statistical System (NSS) in Liberia

Quality is reviewed here using a process developed by the IMF (July 2003 version) as a checklist for the examination of statistical systems or series. . **The ratings given here are not necessarily comparable to the formal ratings presented in IMF ROSC reports. They are intended for the benefit of country authorities to serve as indicative benchmarks in plans for improvement of official statistics.** The text in the question format boxes is from the IMF's Data Quality Assessment Framework. Text in the answer and comment boxes represents assessments, comments and recommendations from the author, but after consultation with the interviewees.

STATISTICAL TOPIC:	Management and organisation of the National Statistical System (NSS) in Liberia	DATE OF REVIEW:	January 2008
PERSONS INTERVIEWED:	See list in a separate annex	INTERVIEWED BY:	Philip Turnbull

Scope and Content of statistical topic/interview
The NSS as it exists at present prior to implementation of the National Strategy for the Development of Statistics (NSDS) The quality of individual statistical topics or series has not been examined, only the general policies and management systems in place for LISIS and the Statistical Units of line Ministries and Agencies.

DQAF element		
0 Prerequisites of Quality		Assessment⁶
0.1 Legal and institutional environment — <i>The environment is supportive of statistics.</i>		LO/U
0.1.1 The responsibility for collecting, processing, and disseminating the statistics is clearly specified.		LO
0.1.2 Data sharing and coordination among data-producing agencies are adequate.		LNO/U
0.1.3 Individual reporters' data are to be kept confidential and used for statistical purposes only.		LO
0.1.4 Statistical reporting is ensured through legal mandate and/or measures to encourage response.		FO
0.2 Resources — <i>Resources are commensurate with needs of statistical programs.</i>		NO
0.2.1 Staff, facilities, computing resources, and financing are commensurate with statistical programs.		NO
0.2.2 Measures to ensure efficient use of resources are implemented.		LO
0.3 Relevance — <i>Statistics cover relevant information on the subject field.</i>		LNO/U
0.3.1 The relevance and practical utility of existing statistics in meeting users' needs are monitored.		
0.4 Other quality management — <i>Quality is a cornerstone of statistical work.</i>		LNO/U
0.4.1 Processes are in place to focus on quality.		(FO in
0.4.2 Processes are in place to monitor the quality of the statistical program.		some cases
0.4.3 Processes are in place to deal with quality considerations in planning the statistical program.		such as the Census)

⁶ O = practice observed; LO = Practice largely observed; LNO =Practice largely not observed; NO = not observed; U =Work under progress; NA = Information not available

Comments on Assessment	
0.1 – Some amendments to the 2004 Statistics Act would help and at a later stage formal Memorandums of Understanding between LISGIS and the Statistics Units in Ministries	
0.2 – The main problems are low salaries, lack of training, qualifications, and experience of staff. The buildings and IT equipment are also inadequate. All of these issues will be addressed as part of the NSDS.	
0.3 The proposed 5-year work program within the NSDS will meet priority user needs, but this is not yet implemented. Continuing ways of assessing user needs need to be implemented for the future (e.g an Advisory Committee).	
0.4 There is no formal system for quality assessment, but most of the economic statistics outputs and the work of Statistics Units in Ministries are known to be inadequate.	

1 Integrity	Assessment
1.1 Policies and practices are guided by professional principles Statistics are compiled on an impartial basis Choices of sources and statistical techniques are informed solely by statistical considerations The statistical agency is entitled to comment on erroneous interpretation and misuse of statistics	LO
1.2 Policies and practices are transparent The terms and conditions under which statistics are collected, processed, and disseminated are available to the public Internal government access to statistic prior to their release is publicly identified Products of statistical agencies/units are clearly identified as such Advance notice is given of major changes in methodology, source data, and statistical techniques	LNO
1.3 Policies and practices are guided by ethical standards. Guidelines for staff behaviour are in place and are well known to the staff	LO
Comments on Assessment	
1.1 – This is true in principle, but inadequate and insufficient professional staff resources and lack of guidance to statisticians in line Ministries may lead to deviations in practice. 1.2 The Statistics Law is available to the public (though not on the website); and GDDS metadata is available via the IMF website. However transparency of practice within Liberia is limited. There are very few press releases and publications and the web site is very poor. Most data are currently published via other parties such as the Central Bank and International Agencies. 1.3 All staff sign a statistical confidentially document on starting work. At present there is no induction training course to back this up, so a full understanding of statistical ethics may be lacking.	

2 Methodological soundness	Assessment
2.1 Concepts and definitions used are in accord with internationally accepted statistical frameworks	LO
2.2 Scope is in accord with international standards or good practice	LNO/U
2.3 Classification and sectorization systems are in accord with internationally accepted standards, guidelines, or good practices,	LO
2.4 Transactions and stocks are valued in accord with international standards or good practice. 2.4.1 Market prices are used to value flows and stocks. 2.4.2 Recording is done on an accrual basis. 2.4.3 Grossing/netting procedures are broadly consistent with internationally accepted standards, guidelines, or good practices.	Not Applicable
Comments on Assessment	
2.1 and 2.3 - LISGIS follow international standards wherever possible. It might be useful to add this requirement to the statistics law. 2.2 – The scope of work is very limited at present due to inadequate resources. The NSDS is addressing this over the next 5 years. 2.4 – Not applicable for this DQAF.	

3 Accuracy and reliability	Assessment
<p>3.1 Source data—<i>Source data available provide an adequate basis to compile statistics.</i> 3.1.1 Source data are obtained from comprehensive data collection programs that take into account country-specific conditions. 3.1.2 Source data reasonably approximate the definitions, scope, classifications, valuation, and time of recording required. 3.1.3 Source data are timely.</p>	LNO/U
<p>3.2 Assessment of source data— <i>Source data are regularly assessed</i> 3.2.1 Source data-including censuses, sample surveys and administrative records-are routinely assessed, e.g., for coverage, sample error, response error, and non-sampling error; the results of the assessments are monitored and made available to guide statistical processes.</p>	LNO
<p>3.3 Statistical techniques— <i>Statistical techniques employed conform to sound statistical procedures.</i> 3.3.1 Data compilation employs sound statistical techniques to deal with data sources. 3.3.2 Other statistical procedures (e.g., data adjustments and transformations, and statistical analysis) employ sound statistical techniques.</p>	LNO
<p>3.4 Assessment and validation of intermediate data and statistical outputs— 3.4.1 Intermediate results are validated against other information where applicable. 3.4.2 Statistical discrepancies in intermediate data are assessed and investigated. 3.4.3 Statistical discrepancies and other potential indicators of problems in statistical outputs are investigated.</p>	LNO
<p>3.5 Revision studies—<i>Revisions, as a gauge of reliability, are tracked and mined for the information they may provide</i> 3.5.1 Studies and analyses of revisions are carried out routinely and used internally to inform statistical processes (see also 4.3.3).</p>	NO
<p>Comments on Assessment</p> <p>3.1 – The NSDS is addressing this problems 3.2 to 3.5 - Such tasks are unlikely to take place until staff professionalism and training have been improved via the NSDS implementation program.</p>	

4 Serviceability	Assessment
<p>4.1 Periodicity and timeliness— <i>Periodicity and timeliness follow internationally accepted dissemination standards</i></p>	LNO/U
<p>4.2 Consistency—<i>Statistics are consistent within the dataset, over time, and with major datasets.</i> 4.2.1 Statistics are consistent within the dataset. 4.2.2 Statistics are consistent or reconcilable over a reasonable period of time. 4.2.3 Statistics are consistent or reconcilable with those obtained through other data sources and/or statistical frameworks.</p>	NO/U
<p>4.3 Revision policy and practice—<i>Data revisions follow a regular and publicized procedure.</i> 4.3.1 Revisions follow a regular and transparent schedule. 4.3.2 Preliminary and/or revised data are clearly identified. 4.3.3 Studies and analyses of revisions are made public (see also 3.5.1).</p>	NO/U
<p>Comments on Assessment</p> <p>The NSDS implementation will address all of these deficiencies.</p>	

5 Accessibility	Assessment
<p>5.1 Data accessibility—<i>Statistics are presented in a clear and understandable manner, forms of dissemination are adequate, and statistics are made available on an impartial basis.</i></p> <p>5.1.1 Statistics are presented in a way that facilitates proper interpretation and meaningful comparisons (layout and clarity of text, tables, and charts).</p> <p>5.1.2 Dissemination media and format are adequate.</p> <p>5.1.3 Statistics are released on a pre-announced schedule.</p> <p>5.1.4 Statistics are made available to all users at the same time.</p> <p>5.1.5 Statistics not routinely disseminated are made available upon request.</p>	NO/U
<p>5.2 Up-to-date pertinent metadata are available</p> <p>Documentation on methodology, sources and statistical techniques is available, and differences from internationally accepted standards, guidelines or good practices are annotated</p> <p>Levels of detail are adapted to the needs of the intended audience</p>	NO/U
<p>5.3 Assistance to Users</p> <p>Prompt and knowledgeable support is available.</p> <p>Contact person for the subject field is publicized</p> <p>Catalogues of publications, documents, and other services, including information on any charges, are widely available</p>	LNO/U
<p style="text-align: center;">Comments on Assessment</p> <p>LISGIS or the Statistics Units of Line Ministries publishes very little data and metadata directly at present. Those data that are published are less than complete. Again these are issues being addressed by the NSDS implementation over the next 5 years.</p>	

ANNEX 2 – List of Persons Met

<u>Name</u>	<u>Job Title</u>	<u>Contact</u>
LISGIS		
Dr. T Edward Liberty	Director General	tedwardliberty@yahoo.com +231 6 519 628
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Thomas T Davis	Director of GIS/Cartography	tomtdavis@yahoo.com +231 6 550 678
Diovana Z. Koikoi	GDDS Coordinator/ Trade Statistics	diazukoi@yahoo.com +231 6 436 429
Gaypia S Norgbean Johnson Q Kei	NSDS Coordinator/ National Accounts Deputy Director General, Information and Coordination	
Looming Geering Charles T Akoi	Deputy DG, Administration Data Processing Unit, NSDS Design Team	
MINISTRIES		
C Stamford Wesseh	Assistant Minister, Bureau of Vital and Health Statistics (BVHS), Ministry of Health	
Augustine Boima Kromah	Acting Director, HIS, Ministry of Health	
Benjamin K Sumo	Director of Information Systems and Data Services, Ministry of Education	
M Tarnue Mawolo	Deputy Minister, Administration, Ministry of Finance.	
Dan Honig	Advisor to the Minister of Finance (PRSP)	
Mark Richards	Technical Assistant (PRSP)	
Sam Ross	Director, Debt Management Unit, Ministry of Finance	
Jeremiah B Sackie	Revenue Analyst, Ministry of Finance	Jeremiahsackie2004@yahoo.com +231 6 558 960
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Lavela B Walker	Bureau of Customs, Ministry of Finance	+231 6 546 110
Kehlebee Gongloe	Assistant Minister, Ministry of Labour	
Kora S Flamo + staff of unit	Director of Statistics and Research, Ministry of Labour	
Simeon Moribah	Deputy (and Acting) Minister, Ministry of Planning and Economic Affairs	

<u>Name</u>	<u>Job Title</u>	<u>Contact</u>
OTHERS		
Dr. Kwato. A. Twum-Baah	NSDS International Consultant	twum_baah@yahoo.com
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Reginald Fannoh	Economics, University of Liberia, (local NSDS consultant)	

Notes on meetings held – January 2008

Director General and Deputies (organisation issues)

The Census on 21 March 2008 must take priority over everything else. I should plan for most activities under the GDDS management module to start from April 2008 onwards,

A WB Trust Fund application was submitted specifying joint activities funded jointly by WB and AfDB – however nothing has been heard of from the WB on this.⁷ We agreed that I would draft a new proposal focussing on NSDS implementation and capacity building. Less would be needed for international consultants as they have GDDS support, and the AfDB NSDS consultant.

Advice on LISGIS (pronounced “*Leegis*”) management issues would we welcome from me as part of my NSS management remit.

The Deputy (Admin) said that his priority was organising smooth skill transfer from senior staff due to retire, by ensuring an overlap with their successors. An allowance for important desk based tasks has now been introduced to ensure equity with those receiving field or project allowances. He was supportive of establishing a system of staff interchange and will consider how it might work prior to my second visit. He has also identified a building across the road that could be leased and refurbished to provide space for NIMAC and a training room.

NSDS

The project started in October 2007 with the establishment of sector teams; and two workshops to discuss SWOT and work plans. Sector Assessments have now been done. The strategy will focus on

⁷ The proposal was rejected as it was perceived to overlap with the AfDB funding for the NSDS and the proposed budget was considered too high.

15 key Ministries who could have a viable Statistics Unit over the next few years. All these Ministries have their own powers to collect data and so do not need to use the Statistics Act. However the act does oblige them to consult LISGIS. Two local consultants are working on a first draft of the NSDS for February plus Dr. Twum-Baah from AfDB.

It is not clear at present how LISGIS will support and coordinate the statistics units. However an Inter-Agency Committee (IAC) has been established to coordinate the NSS. A further User/Producer Committee is planned. A consultation stage not yet been mapped out.

The key constraints for the NSS are: (1) lack of funds (2) Lack of capacity and trained personnel; and (3) lack of commitment from some Ministries. The GDDS project should be seen as part of the implementation and will need supplementary funds from WB or others. Capacity building in LISGIS itself should not be neglected.

Priorities for Economic Statistics

Good quality National Accounts have not existed since 1987. Since then annual production based estimates has been trended forward based on administrative data and very little if any survey data. A new census of business establishments is in the field this year, and this will be followed by a sample survey of value added in 2009. Consultancy support and external funding are required to (1) incorporate the business census data into the estimates; (2) expand the sample survey of value added; and (3) rebase the accounts in 2010 to make use of (2).

Publication and Processing of the CPI was taken over by the central bank after the civil war period. Prices are collected in Monrovia only and the weights are based on 4 neighbouring countries (Ghana; Sierra Leone; Ivory Cost, and Gambia). Priority (1) is analysis of the income and expenditure module added to the 2007 CWIQ survey of 3,600 households and to introduce Liberia weights based on this survey. Priority (2) is for training and advice to the new LISGIS CPI team to take back responsibility. Priority (3) is to find funds to run a 12-month household budget survey in 2009.

The external trade statistics are processed by LISGIS using Eurotrace, which has been set up and supported by ECOWAS. They are now much improved using HS and general trade concepts. But there are problems with missing entries and under-valuation. There are no plans as yet for Customs to computerise their processing, nor to collect or check quantity data on imports and exports.

Priorities for Other LISGIS Statistics

The Census of Population and Housing is being finalised now for fieldwork in March 2008. Not all the funding is yet in place, but the Director is confident on the logistics provided this is solved. A provisional count will be published in July 2008 and the first final figures in March 2009. They are using EAs based on the old 65 district (sub- country) boundaries because the new 126 District boundaries are still being delimited by the Boundary Commission. Approximations will have to be used for electoral purposes in future.

Household Surveys - A DHS was conducted in 2007 with extensive fieldwork in 2006 to prepare a sampling frame. Later in 2007 the same sampling frame was used for the CQIQ survey. After the census the priorities are (1) a living conditions survey in 2009 (household budget and income survey); (2) a Malaria survey (already funded) in 2009; and (3) in 2010 they would hope to run an agricultural census and a repeat DHS.

The GIS and Cartography Units are mainly concerned with mapping for the census, but they do plan to offer a wider GIS service to government post census. The GIS software used is ARCGIS 9.2 plus DEVINFO. The priority for IT is more PCs and a wider bandwidth for internet access within LISGIS. The Ministry of Lands, Mines and Energy has a cartographic unit, which could be the national home for the special referencing function of LISGIS in future.

Health Statistics

The Bureau of Vital and Health Statistics have well developed and partly funded plans for improvements to statistics under their area of responsibility. There is a major WB project to upgrade IT systems, including PCs and networks for head office; a system of 6 Intranet stations in 6 counties for data transfer from the Counties to head office; and payment of the salary of a new HIS Manager for 2 years. The Global Fund for Vaccination and Immunisation (GAVI) are also supporting improvements to the HMIS systems, including IT equipment for the staff in Counties; training and publications at Country level; and a new integrated reporting structure.

Teams of 2 staff located in each county collect data. The data are comprehensive but not currently 100% complete, especially births and deaths and are very late (latest published data are for H1 2007. Private clinics and NGO clinics do not currently report, but will do so in the future. The statistical priority is to get the data more complete and to publish quicker. Requirements that have been requested as part of NSDS include more equipment at head office and in the counties (An office of their own plus motorcycles to get round their areas); and training for head office staff.

The Ministry looks to LISGIS primarily to conduct sample household surveys for their behalf. For example the planned health financing survey and a survey of health benefits. More general surveys such as CWIQ and the Census are also important.

Staff Capacity Building is the number 1 requirement. Most junior do attend the current 1-year certificate course at the University, and they would welcome a Diploma and Degree level modules being added. Training in IT and GIS software is needed plus scholarships for job specific qualifications for selected professional staff (e.g. epidemiology). There were split views on the desirability of resurrecting the pre-war system of 3 months induction training at LISGIS and on staff secondments between health and LISGIS.

Education Statistics

The Division of Information Systems and Data Services are now in their second year of a resurrected annual school census. Coverage is currently 95% and improving. All schools private and public must report. Special programmes for adults who missed schooling during the war are also covered. One person is employed in each County with data collection responsibility. Sharing or pooling statistical officer responsibilities at County level was raised but not favoured,

Vocational Secondary, technical colleges and HE are the responsibility of others in the Ministry and are not being done very well, if at all. One solution would be to give the Division a wider ranging remit on all educational statistics. Other issues of importance are literacy rates; school enrolment rates (using census data).

Major problems are low salaries (\$55 per month for high school graduates); lack of trained staff and the low esteem of the statistics function. A suggestion is that we should run 1 or 2 high level seminars/workshops for Ministers and for the Legislature on the important role of statistics.

Specific short-term needs are: more laptops and PCs; a new data network within the division (new servers). Improved training in statistics would be welcome, including a wider ranging certificate course and a Diploma level course. Job swaps or secondments at the non-professional level would be welcome, but may not be practical at the Professional level. Short term training courses should be offered by LISGIS covering basic statistics, report writing and IT.

Fiscal Statistics

The macro fiscal unit of the Ministry of Finance collates revenue and expenditure data into the GFS2001 format. Data is available monthly with a lag of about 3 months. Data are reconciled monthly with the central bank. The data are accurate and complete for the budget sector but General Government data is not yet compiled. At the present time the difference would be small, and in

particular local government have no fund raising powers. However funds raised directly by autonomous agencies such as LISGIS are outside of the budget sector. COFOG data are not yet produced but the COFOG codes are being added at the lowest level of budget headings for the future.

Government Debt data are also not complete, but they plan to expand its coverage to all guaranteed debt in the near future. Customs plan to computerise their systems starting this year and gradually extending to all ports. This project is EU funded and will follow international standards.

The key problems for their statistics function are resources and training of staff. Better and stronger cooperation is required plus a formal training programme, expanding on the current certificate course. The option of gradually transferring responsibility for external trade statistics to a statistics unit within Customs was supported.

Labour Statistics

The Unit prepares a quarterly bulletin based on administrative returns on employment and wages from Employers. The coverage is however thought to be less than 50%. The new LISGIS census of establishments will provide a sound basis for extending the coverage for the future. The idea of a quarterly sample survey for the future was raised, with grossing to an annual census. Requirements for the future include a manpower survey (employer based) covering skills and a Labour Force Survey (household based). They did not think these two could be combined.

The units' biggest problems are logistics, low skills and experience of staff. Higher salaries plus training in software such as CS-PRO; GIS and SPSS are required. They need motorbikes for staff in the Counties to get round their district. They were not enthusiastic about more formal training via the University, but induction and specialist courses held at LISGIS were needed and greater staff interchange would be strongly supported.

Ministry of Planning and Economic Development

The Ministry has no administrative statistics, but has a strong need for data as a user of statistics. They were the previous home of the old Central Statistics Office; are the parent Ministry of LISGIS for budget purposes. The Minister of Planning chairs the LISGIS Board. The Deputy Minister sees this as essential at the present time to signal Government's commitment to statistics. For the future an independent Chairperson could be considered. When LISGIS was created it was seen as a natural location for special referencing data, hence its title and the Act. Government could reconsider this, if asked.

The Deputy Minister see the priorities as: developing joint capacity between LISGIS and Statistics Units of Ministries; strengthening cooperation; recruitment and training of staff, promoting the importance of statistics (President strongly supports).

Concrete proposals for increased government funding from LISGIS backed by a programme of firm proposals for new and improved statistical outputs are likely to be supported. Salary levels topped up by allowances might be adequate, so long as the allowance system is equitable and reflects work priorities for LISGIS.

Central Bank

They publish a compendium of economic and financial statistics every two months plus a quarterly bulletin on the state of the economy with a statistical annex [Their website however only has data up to 2006 on it!]. Statistical responsibilities include the banking and monetary survey and balance of payments. The latter is annual and very poor. IMF TA is being provided to upgrade it. The banking data also covers foreign exchange bureau and Private Remittance Agencies.

Jointly with LISGIS they compile and publish the CPI. This was done as a temporary arrangement to assist LISGIS. They would like to hand it back as soon as they are sure of the capability of LISGIS to it well.

Funding Agencies

UNFPA have funded the DHS and refurbished the current LISGIS office. They have already committed \$2.1m to the census, including a full time advisor post. Training activities such as census-linked visits to Ghana, Sierra Leone and Kenya have been funded. Post census they have in mind a proposal for an integrated information system at LISGIS and a new DHS in 2012. Pre-war UNFPA supported University level courses in official statistics, but would like government to take on more of the funding if these are restarted in the future.

UNDP have part funded the CWIQ survey and a Participatory Poverty Assessment Survey for the PRSP. Their main input however has been through setting up and funding NIMAC (see below).

Both agencies felt that good progress was being made at LISGIS, but there is much more to do at LISGIS and over the quality of some of the Ministry based admin statistics.

NIMAC

The National Information Management Centre (NIMAC) is funded by UNDP and provides statistical support to LISGIS and statistical units of government. They have 13 staff and three functions: GIS mapping systems; Database development; and a field team. They also have a training room and which can also be used as a data entry facility (e.g. the School census). They are a successor organisation to one set up just after the war called the Humanitarian Information Centre (HIC) at a time when the old Central Statistical Office was not functioning.

NIMAC formally report to UNDP at present and are located next to them. Their Manager says that in practice they work for LISGIS, and the intention is to integrate them within LISGIS at some future stage (post census). UNDP are looking for other UN agencies and the EC to support NIMAC in future as part of their exit strategy.

NIMAC are proposing that they become a new unit within LISGIS with responsibility of implementing the NSDS, coordination and managing a new network of small statistics offices at County level. These would support the new initiatives of government to decentralise the administrative processes (and in future to create elected bodies at that level).

University of Liberia

The University have a 1- year certificate programme (High School plus) in Demographic statistics. This could perhaps be widened to cover economic statistics and at a later stage a second year Diplomat offered.

Capacity building of staff is a recognised priority for all of Liberia, not just statistics. However they would welcome funding to cover the start up costs of setting up a modular degree programme in official statistics. I should liaise with Dr Saydee of Demographics on this – The Certificate course (CEST) is already general and may only need minor modifications. US Universities, which might have an interest, include George Town in Washington (used by the IMF) and the University of Pennsylvania (which has a strong Africa focus).

Some of the topics needed (short term and as part of the modular programme) include: sampling, Statistical software (CSPRO and SPSS); report writing and presentational skills.

The President is a member of the Board of LISGIS – It should be much smaller, but is not convinced that an eminent independent chair would work in the context of Liberia. The model should be a Company board with executive members (the Director General) representing the organisation and non-Executive members representing the shareholders.

PRS

The first draft is currently being prepared and will be ready by the end of January for Consultation. I should ask Dr Liberty for a copy of the Monitoring and Evaluation Chapter (he chaired the cross cutting group on this). The whole process is due to be complete by the end of March.

Production of an NSDS by LISGIS by February 2008 is one of the key deliverables promised by GOL to IMF as part of the debt reduction negotiations. We should not therefore call the February version a draft even if it is subject to further consultation.

ANNEX 3- Proposals for Amendments to the Statistics Act 2004

1. An initial set of proposals is presented below. At a later stage these will need to be turned into draft amendments to the Act. One effect of these changes is to turn the Act into an Act for the National Statistics system and not just an Act for LISGIS

TITLE AND RESPONSIBILITIES

2. The Act envisages that LISGIS would act as the central and lead agency for all special referencing data as well as official statistics. This is reflected in the name of the Institute, the full title of the Act and the list of functions under the Act.
3. All statistical offices have a GIS function for mapping statistical data to local areas; however it is unusual to find an office where their responsibilities go beyond the needs of statistics. At the present time LISGIS are only using GIS for statistical purposes and have no firm plans to take on non-statistical GIS activities for other Ministries and Agencies. The title of LISGIS is therefore misleading and confusing.
4. LISGIS and GOL should therefore consider amendments to the Act to narrow the range of GIS responsibilities and remove this from the title of the Institute. LISGIS would then become the “*Liberia Office of Statistics*” (LOS) or perhaps “*Statistics Liberia*”

COMMITTEES

5. A National Statistics Coordination Committee existed before the current Act. A non-statutory Inter-Agency Committee (IAC) has now been established to take on some of these functions as part of the National Strategy for the Development of Statistics (NSDS). Another non-statutory committee of users and producers has also been proposed. These two committees should be reconstituted on a statutory basis under the Act.
6. A new clause is required to establish a “National Statistical System Coordination Committee” under the Chairmanship of the Director General of Statistics. Membership would potentially consist of all those Ministries, Departments and Agencies of Government, including the Central Bank of Liberia, which comprise part of the National Statistical system. Initially it would however cover the 15, which are part of the NSDS. Its terms of reference would be “*to advise the DG and the Board on fulfilling their functions under the Act relating to the NSS*”.
7. A small but senior “Statistical Advisory Committee” should also be established consisting of representatives of key statistics users such as Business; Civil Society; Government; Central Bank, International Agencies and the University. The DG might also chair this, but if the Board had an independent Chairperson then he/she should chair this new committee to draw a clear distinction from the coordination (producer) committee. The terms of reference would be: “*to advise the DG and the Board on the proposed work programme for the NSS and on meeting user needs for official statistics*”.

BOARD

8. The Act requires the Board Chair to be the Minister of Planning and Economic Affairs. It would be more in line with international best practice and with the status of LISGIS as an independent agency for the Chair of the Board to be independent of Government, but appointed by the President for a fixed term. Subsequent appointments would also be by the President but on the advice of the Board.
9. GOL believes that it is important in the short term for the Minister of Planning to chair the Board as a demonstration of its commitment to statistics and because of his leverage over budget decisions. The Act might therefore simply say that “*the President will appoint a Chair based on the advice of the Board*”, without saying whom that person should be. This leaves open the option of an independent chair in the future.

10. The DG should also be appointed by the President for a fixed term (overlapping with the Board Chair) on the advice of the Board and should be a full voting member of the Board. Other members of the Board should also be appointed for a fixed term with staggered retirement dates. They could be reappointed (2 term maximum) or new members appointed by the on a rotating basis every year. New Board members should be Presidential or Ministerial appointments, on the recommendation of the Board, rather than made by existing Board members, this is important to ensure that the Board is not captured by a particular interest group.
11. The size of the Board should be reduced to between 8 and 12 members.

POWERS AND FUNCTIONS

12. In order to comply with international standards the data collected by LISGIS under 50A.7(1) should be specified in the Act as “*for Statistical purposes only*”.
13. Identifiable Micro data could be passed to analysts in other Departments or outside of Government only under the strict rules of the Act and for Statistical Purposes Only. It would be illegal for such data to be passed to Ministers or to other parts of the Ministry or Department. Provision should also be made for access to identifiable microdata by academic researchers under the same strict rules.
14. Ministries and Departments have their own powers to collect data to fulfil their administrative functions. These data do not have the same restrictions on access as the data are for administrative purposes. In some cases Departments may wish to conduct a statistical survey themselves, which is for statistical purposes. It would therefore be useful to add a clause to the Act permitting them to use the Statistics Act under delegated powers provided the survey is endorsed by LISGIS and the Board is content.
15. The Board should decide on the number of Directors and the structure of LISGIS. The Act should therefore only specify three Deputy DG without saying what their functions or titles should be. Section 50A.15 dropped. It would be more in line with best practice in other countries to have two deputies with statistical responsibilities and one for support functions. For example: “*Economic Statistics*”; “*Census, Survey and Social Statistics*”; and “*Finance and Administration*”. However this should not be specified in the Act.
16. Establishing national statistical classifications and following International Standards should be added to the list of powers and functions of LISGIS.
17. The Board should decide on charging policy so “cost recovery” should not be specified in 50A.8(24).

CONFIDENTIALITY

18. Clause 50A.21 should be strengthened to clarify that individual identifiable data will not be passed outside of LISGIS as well as remaining confidential. However where data are already in the public domain or where written permission is granted they could be released. Statistics units of Ministries and Departments authorised by LISGIS to collect data or receive micro data under the Act would also be covered. Such data would not passed out of the authorised statistics unit and LISGIS and would remain “*for statistical purposes only*”.

ANNEX 2

19. This should be dropped. It is for the DG and the Board to decide what data to collect and publish. It is in any case out of date and not being met at present. If it were updated it would soon become out-of date again.

ANNEX 4 - Draft TFSCB Funding Proposal

Liberia

*Finalization and Implementation of the National Strategy for the Development of Statistics
2008-10*

A. BASIC INFORMATION

<i>Date:</i>	January 2008
<i>Recipient:</i>	Liberia Institute for Statistics and Geo-Information Services (LISGIS)
<i>Sector:</i>	All sectors
<i>Scope:</i>	<i>Global:</i> [] <i>Regional:</i> [] <i>Country Specific:</i> [X]
<i>Program Name:</i>	National Statistical Development Strategy
<i>Program Execution:</i>	<i>Bank Executed:</i> [] <i>Country Executed:</i> [X] <i>Other:</i> []
<i>Anticipated closing date:</i>	<i>December 31, 2010</i>

IMPLEMENTING AGENCY

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GRANT AMOUNT US\$: 150,800

GRANT FINANCING PLAN

Resource	Amount (US\$)
TFSCB (finalisation of NSDS and implementation)	150,800
Recipient	14,600
TOTAL	165,400

List of other donors and amount of their support (including in-kind contributions)

The African Development Bank (AfDB) are funding the main stages of development of the NSDS with a grant of \$100,284. Two local consultants have been hired and an international consultant provided via AfDB. Two workshops have been held for members of the NSS and a SWOT analysis completed. Costs for the program have been produced and the NSDS document will be ready in February 2008.

UNDP are also supporting the implementation of the NSDS via NIMAC.⁸ Their contribution is indicated in the proposal (but not costed).

The GDDS project (Management module - World Bank lead) is also supporting NSDS implementation via a series of GDDS Consultancy Missions over the period 2008 and 2009.

B. BACKGROUND

1. *Linkage to achieving specific objectives related to the Bank strategy and policies.*

The demand for good quality statistical data is ever increasing. Timely and reliable statistics are a key input to the broad development strategy referred to as “managing for results” especially in the light of the Interim Poverty Reduction Strategy Paper (iPRSP) published in 2004, and the full scale PRSP now in preparation and will be final by June 2008.

A data needs assessment conducted by the UNDP led to the establishment of the Liberia Institute for Statistics and Geo-Information Services (LISGIS) to serve as the highest policy making and coordinating body on statistical matters in July 2004. UNDP are also funding NIMAC, an independent information unit supporting LISGIS and which will be absorbed within it in due course.

The Government of Liberia (GOL) is committed to improving the quality and range of statistical outputs produced by LISGIS and other partners of the National Statistics System, to provide essential, timely and accessible statistics. In line with the declaration of African Heads of State in Addis Ababa GOL has mandated the formulation of a National Statistical Development Strategy (NSDS) as a blueprint for planning, integrating and coordinating statistical activities among key government agencies.

The African Development Bank has funded the preparation of the NSDS, following earlier World Bank support under the GDDS program to develop; a ‘Roadmap’ towards an NSDS. The AfDB project started in October 2007 and will be complete by February 2008. Two workshops have been held and 15 costed sector plans produced. An international consultant is employed and two local consultants. Unfortunately there are insufficient funds for high profile consultation and further seminars workshops – so this is covered by component 1 of this TFSCB grant application

As part of the implementation of the NSDS, proposals for organizational reform and governance of the National Statistical System (NSS)⁹ in consultations with other development agencies including UNDP, UNICEF, UNFPA, DFID and EC will be developed and reviewed. This approach is further reflected in the Liberia PRS, which also puts particular emphasis on data support for monitoring and evaluation to inform policy.

The NSDS process has identified a ‘vicious cycle’ of cause and effect, with poor terms and conditions of statistical service leading to poor work performance and a failure to develop adequate reliable statistics that users demand. This failure to produce visible results leads to a further decline

⁸ NIMAC is the National Information Management Centre, reporting to UNDP, but with a remit to support LISGIS and the National Statistical system and which is intended in due course to become a part of LISGIS.

⁹ The Statistics Act refers to a Liberian Statistics and Spatial System (LSSS) but this grant proposal is for the Statistical System only.

in the image of the statistical service. This has further resulted in a decline in productivity and effectiveness over recent years and insufficient interaction with key agencies.

Improvements in conditions of service and staff capacity building within LISGIS, and the statistical units of Ministries, are needed to provide the necessary expertise and analytical skills required to provide timely, reliable and relevant statistics. At the same time the NSS needs to improve the quality and quantity of its outputs as well as its relationship with the rest of the national government systems.

2 Recipient commitment and ownership

After decades of violent conflict, GOL and LISGIS recognize the problems of competing and conflicting programs. The nationally owned strategy - NSDS - resolves this issue by putting in place an agreed five-year development program for statistics. LISGIS is mandated by Act of the Liberian Legislature (2004) to develop and maintain the National Statistical System (NSS), and is charged with the responsibility for coordinating, monitoring and supervising the NSS. This coordinated results-focused approach will support the Government by providing the information base to monitor and evaluate the forthcoming PRSP and other goals and targets after 15 years of conflict.

This grant will provide the Director General of LISGIS with the support he needs to implement the organizational and capacity building changes identified in the NSDS for a strengthened and improved NSS during the initial 2 years of the NSDS.

3 Participatory approach (key stakeholders and their involvement) and coordination with international and local agencies.

Both the General Data Dissemination System (GDDS) roadmap project and the current AfDB NSDS project have involved extensive consultations with stakeholders both inside and outside government. Drafts were shared and discussed with the stakeholders as well as being discussed at workshops and by the Board of LISGIS

Full commitment and national ownership of the final Strategy publication will be developed during the finalization phase of the NSDS via consultative workshops and seminars. A high-level statistical-awareness raising seminar introduced by the President is also envisaged plus a high-level final launch event for the Strategy.

2. Risk assessment.

The implementation of the NSDS is not without risks. Improvements and changes to the LISGIS work environment will produce winners and losers and will bring a certain amount of disruption but eventually this will be a win.

Type of Risk		Level
(i)	Risk of a resumption of hostilities in the country	L
(ii)	Uncoordinated donor investment in LISGIS and NSS leading to failure to agree a unified funding strategy and work programme	L
(iii)	Lack of new premises for LISGIS	M
(iv)	LISGIS unable to recruit and retain new professionals to the system	M
(v)	Lack of resources to coordinate national statistical system	H
(vi)	Poor coordination between stakeholders, World Bank, and AfDB funded NSDS consultants	L

(vii)	Slow implementation of adequate governance arrangements, or failure to appoint a competent Board or for them to assume effective governance of LISGIS	M
(viii)	Risk that LISGIS will not receive adequate funding from the Government and development partners to enable the establishment of a sustainable system for regular statistics, and remain reliant on ad hoc surveys for funding	M
(ix)	The demands of the forthcoming population census will leave very little capacity for other activities such as statistical planning and the establishment of essential routine statistical series, particularly in the economic statistics branches	H
(x)	Agreement of an unrealistic survey programme, driven by the need for staff to seek allowances to supplement very low salaries of around \$20 per month	M

C. GRANT COMPONENTS AND DESCRIPTION

1. Grant objectives and components.

Component 1: Extended Consultation Phase for the NSDS - \$28,100

This component will supplement the existing AfDB funds to ensure that the final agreed strategy is accepted and locally owned. It will also provide for an important publicity event for the Statistical system and plans. This will raise awareness among key stakeholders of the importance of such statistical development to help address Liberia's policy objectives of reducing poverty and economic recovery.

Component 2: Support to the DG to implement the NSS aspects of the NSDS ¹⁰ - \$65,900

This component will develop the infrastructure for the new strengthened NSS, including HR issues other than training. It is proposed that NIMAC provide the staff resources reporting to the DG, allowing the TFSCB grant to focus on study visits and workshops.

Provision is made for two specialist consultancy missions to Liberia and for an international consultant experienced in statistical management issues to support the DG in 2010. For 2008 and 2009 this will be provided via the GDDS management module for Liberia

Component 3: Support to the DG to implement the NSS Staff Training and Capacity Building aspects of the NSDS ¹⁰ - \$56,800

This component will help LISGIS implement the staff training and development aspects of the NSDS. Capacity building among the staff resources of LISGIS and the NSS is the key to successful delivery of the statistical outputs, by which the success of NSDS will be measured.

Two specific training initiatives will be an in-service and induction program of short courses organised by LISGIS (short courses, but drawing on experts from other organisations as well as LISGIS); and a modular in-service degree programme in official statistics run by the University of Liberia. Local trainers will be hired to develop and organized these programs; with help from a specialist international statistical training consultant to advise.

¹⁰ An NSDS implementation committee will be established so the grant funds would also be supporting that Committee.

2. Measurable outputs.

- Component 1 – Publication and Launch of the NSDS by the target date of June 2008
- Component 2 – Progress towards an integrated and harmonized NSS by the end of the grant period. A functioning system of staff interchange and mutual support among members of the NSS in place.
- Component 3 – progress towards improved in-service staff training and development including programs of short courses and the introduction of the Certificate (level 1) and the Diploma (level 2) in official statistics. Plans for Level 3 (Degree) put to an appropriate donor for financial support.
- All components – Improved statistical outputs delivered as per the plans specified and agreed in the NSDS.

3. Sustainability of the project and supporting evidence.

In spite of its economic problems the Government of Liberia has manifested its willingness to develop a sound statistical system through the 2004 Statistics Act and the establishment of LISGIS as an autonomous agency; and the development of the NSDS, The Strategy is intended to underpin a change-management process within Government, to raise the image and profile of the statistical service and to improve its ability to generate timely, accessible products and analysis in collaboration with other key M&E agencies.

The LISGIS management team is committed to bringing about changes in the way the service works internally and interacts externally. They are aware that an inclusive approach to bring about a change in culture within the statistical system is not a quick process. The Government has empowered LISGIS to have the legal authority to determine and set conditions of service and fully supports the development of the Strategy.

The training and capacity building aspects of the grant will directly enhance the capacity of the agencies to improve their analysis and dissemination activities.

D. EXECUTION ARRANGEMENTS

The Liberia Institute for Statistics and Geo-Information Services (LISGIS) will manage the grant as the Executing Agency. The Government Statistician will facilitate technical and administrative activities related to the execution of the grant, including recruitment and procurement of goods and produce a quarterly progress report on the implementation of the grant. The Government Statistician will appoint a Project Manager from within the existing staff. The WB Task Team Leader will maintain close off-site and on-site monitoring of grant implementation.

The Executing Agency will be required to open a Special Account at a local bank in accordance with World Bank guidelines. Disbursement rules and regulations applicable to World Bank’s projects will be in use. The Recipient will be responsible for managing the transferred funds.

E. USE OF GRANT FUNDS

Insert spreadsheet table here]

<i>Summary Costs by Category – Grant</i>	<i>Total (US\$)</i>
Goods	8,500
Services	142,300
Local Costs	14,600
GRAND TOTAL	165,400

F. GRANT TIMETABLE

<i>Activity</i>	<i>Time (month) of Phase Start-up</i>
Component 1: Extended Consultation Phase for the NSDS	May to June 2008
Component 2: Support to the DG to implement the NSS aspects of the NSDS	July 2008 to December 2010
Component 3: Support to the DG to implement the Staff Training and Capacity Building aspects of the NSDS	July 2008 to December 2010

G. ESTIMATED DISBURSEMENT SCHEDULE

<i>PERIOD</i>	<i>Total US\$</i>
Q2 2008	28,100
Q3 2008	14,970
Q4 2008	11,970
Q1 2009	11,970
Q2 2009	11,970
Q3 2009	11,970
Q4 2009	11,970
Q1 2010	11,970
Q2 2010	11,970
Q3 2010	11,970
Q4 2010	11,970
GRAND TOTAL	150,800

H. SUPERVISION AND MONITORING COMPLIANCE

The number of staff weeks required at the local World Bank office for monitoring and for administering the budget is estimated at about [5] person weeks in total. Supervision funds will be provided by the Country Team Bank budget. Mission reports from the International Consultant and other consultants will also be undertaken.

Grant monitoring report shall be accomplished twice a year using an agreed methodology. LISGIS shall be required to submit statement of expenses and grant activity status quarterly.

Intermediate indicators of success for the project will be a final published strategic plan on schedule and indicators of progress on implementation. These would include delivery of the promised statistics programme; establishment of a functional coordination system across the NSS; and the setting up of informal and formal staff training and development programs. Success would also be measured by the degree of commitment to the plan by the Minister responsible for Statistics and by the various stakeholders. An increase of funding in the percentage of core activities of LISGIS funded from government sources would be a key indicator of this commitment.

The ultimate success of the project is measured by successful delivery of a revised and improved NSDS program over 5 years. In particular there would be much improved range and quality of statistics across all subject areas and by all official bodies producing official statistics. Quality would be measured by the IMF DQAF standards and the best practice guidelines of the GDDS.

I. STATEMENT BY COUNTRY/SECTOR DIRECTOR

[to be inserted at later stage]

J. STATEMENT BY THE TFSCB

[to be inserted at later stage]