



## Executive Summary

# NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS

## OPERATIONALISATION OF THE NATIONAL STATISTICAL SYSTEM 2016 – 2020



Government of Sierra Leone



World Bank

May, 2016

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## **MESSAGE FROM THE CHAIRMAN OF STATISTICS SIERRA LEONE COUNCIL**

Statistics Sierra Leone (SSL) like most countries in the region is evolving and transforming into a more sound statistical management system capable of ensuring the best-practiced collection, processing, analysis and communication of statistics and dissemination of the same to policy makers, donors, planners, researchers and the business community. Establishing a reliable and functioning statistical system is no mean feat. A functioning statistical system requires universally acceptable methodology, data management system, accreditation code and standards for the production of official statistics and cooperation with key data producers. The goal of SSL is thus to operationalise a functioning, reliable and digitized statistical system over the lifespan of this strategic plan, which aims to establish a robust digitised statistical data system that provides reliable, comprehensive and harmonized statistical information on Sierra Leone.

The NSDS (2016-2020) has been developed following the implementation of the first generation NSDS (2008-2012). Although it extended its lifespan, some elements of the NSDS 2008-2012/15 were not carried out due to reasons including funding gap, and lack of cooperation that was expected from partners and stakeholders. This notwithstanding, most of the activities of the document were implemented including updating the poverty profile of Sierra Leone and improving on the national account statistics and other relevant statistics. On the downside, a key goal of the NSDS that seeks to integrate, harmonise and operationalise the national statistical system was not achieved.

The NSDS 2016-2020 therefore seeks to build on one part the successes of the NSDS 2008-2012/15 and on the other to serve as both Statistic Sierra Leone's road map and management game plan to reinforce best-practice statistical data collection, processing and dissemination for informed decision-making in Sierra Leone for the next five years. Given the government of Sierra Leone's desire to significantly reduce poverty in all its forms to its barest minimum, if not totally eradicate it in Sierra Leone, and the backdrop of the demand for improved quality, reliable and timely statistical data required to monitor progress towards the attainment of this broad national objective, SSL is positioning itself to provide necessary and sufficient statistical information to guide policy makers and implementing partners. This will inform on the progress

attained or not in the implementation of not only our Agenda for Prosperity (AfP), but also the achievement of the Sustainable Development Goals (SDGs). Consequently, the fragmented National Statistical System (NSS) is being scrutinized, and challenged to be more coordinated and integrated to produce more harmonised and quality data to meet this growing demand for reliable statistics for national development and policy formulation. It is in this light that SSL's Council favourably view the NSDS II as a transformation Agenda and thus expect to see at the end of the five years lifespan of the NSDS the achievement of the following:

- (i) Transformation that will lead to the modernisation and development of the state-of-the-art institutional and physical environment of SSL to enable the operation and delivery of high quality statistics to inform the transformation and development of Sierra Leone.
- (ii) Sustainable transformation of the National Statistical System to a well-coordinated integrated and harmonised system to ensure that that the necessary and relevant statistics will be increasingly made available to measure, monitor and evaluate progress towards meeting the targets of the AfP and the SDGs in the country;
- (iii) Transforming the entire Statistical Cycle Management System (SCMS) by ensuring best-practiced data collection, processing, analysis methodologies, and data management and communication to serve as a road map for the development, improvement, support, strengthening and resource mobilization of all statistics and statistical activities in the country,
- (iv) Transforming SSL from paper system of data collection to more ICT-based data collection and processing to ensure reliability and timely delivery of statistical outcomes, and
- (v) Systematically transform SSL to not only produce statistics for its own sake but to systematically ensure the collection and production of evidence-based statistics to evaluate the PRS progress and to inform new policies aimed at achieving the SDGs and sustainable transformation of Sierra Leone.

This NSDS (2016-20) thus marks an end of the chapter of “business as usual” in the production, analysis and dissemination of statistics in Statistics Sierra Leone. I am very hopeful that with the support and cooperation of both the Government and our development partners, the implementation of this NSDS will be a success.

**Sullay Kamara (Dr.)**

**Chairman, Statistics Sierra Leone Council**

## LIST OF ABBREVIATIONS

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<b>AfDB</b>	African Development Bank
<b>AES</b>	Annual Economic Survey
<b>AfC</b>	Agenda for Change
<b>AfP</b>	Agenda for Prosperity
<b>BoP</b>	Balance of Payments
<b>BSL</b>	Bank of Sierra Leone
<b>CEO</b>	Chief Executive Officer
<b>CPI</b>	Consumer Price Index
<b>CSO</b>	Central Statistical Office (predecessor to SSL)
<b>CWIQ</b>	Core Welfare Indicators Questionnaire (Survey)
<b>DHS</b>	Demographic and Health Survey
<b>DSG</b>	Deputy Statistician-General
<b>EA</b>	Enumeration Areas
<b>ECA</b>	Economic Commission for Africa
<b>ECOWAS</b>	Economic Commission of West African States
<b>EVD</b>	Ebola Virus Disease
<b>GDDS</b>	(IMF) General Data Dissemination System
<b>GDP</b>	Gross Domestic Product
<b>GFS</b>	Government Finance Statistics
<b>GIS</b>	Geographic Information System
<b>HR</b>	Human Resources
<b>ICT</b>	Information and Communication Technology
<b>IMF</b>	International Monetary Fund
<b>IoP</b>	Index of Production
<b>ISIC</b>	International Standard Industrial Classification
<b>LFS</b>	Labour Force Survey
<b>MAFFS</b>	Ministry of Agriculture, Forestry and Food Security
<b>M&amp;E</b>	Monitoring and Evaluation

<b>MDAs</b>	Ministries, Departments and Agencies
<b>MDGs</b>	(UN) Millennium Development Goals
<b>MEST</b>	Ministry of Education, Science and Technology
<b>MFED</b>	Ministry of Finance and Economic Development
<b>MHS</b>	Ministry of Health and Sanitation
<b>MICS</b>	Multi-Indicator Cluster Survey
<b>MoEn</b>	Ministry of Energy
<b>MoJ</b>	Ministry of Justice
<b>MoLCPE</b>	Ministry of Lands, Country Planning and Environment
<b>MoWR</b>	Ministry of Water Resources
<b>MLSS</b>	Ministry of labour and Social Security
<b>MoU</b>	Memorandum of Understanding
<b>MSWGC</b>	Ministry of Social Welfare, Gender and Children’s Affairs
<b>NASSIT</b>	National Social Security and Insurance Trust
<b>NCAC</b>	National Census Advisory Committee
<b>NFF</b>	National Fire Force
<b>NGOs</b>	Non-Government Organisations
<b>NRA</b>	National Revenue Authority
<b>NSC</b>	National Schools Census
<b>NSDS, Plan</b>	National Strategy for the Development of Statistics
<b>NSS</b>	National Statistical System
<b>PEMSD</b>	Planning Evaluation Monitoring and Statistics Division (of the Ministry of Agriculture, Forestry and Food Security)
<b>PHC</b>	Population and Housing Census
<b>PPI</b>	Producer Price Index
<b>PRSP</b>	Poverty Reduction Strategy Programme
<b>SAC</b>	Statistics Advisory Committee
<b>SCC</b>	Statistical Coordinating Committee
<b>SDGs</b>	Sustainable Development Goals
<b>SG</b>	Statistician-General
<b>SLIHS</b>	Sierra Leone Integrated Household Survey
<b>SLP</b>	Sierra Leone Police

<b>SNA, 2008</b>	System of National Accounts, 2008
<b>SSL</b>	Statistics Sierra Leone
<b>SSLC</b>	Statistics Sierra Leone Council
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TCC</b>	Technical Coordination Committee
<b>UNFPOS</b>	United Nations Fundamental Principles of Official Statistics
<b>VSS</b>	Virtual Statistical System (of the World Bank)
<b>WAN</b>	Wide Area Network

## EXECUTIVE SUMMARY

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Sierra Leone has a population of about 6.3 million (SSL Projections for 2014); the country is full of economic potential as it is endowed with a broad range of natural resources such as gold, diamonds, bauxite, rutile, and iron ore, as well as fertile land for agriculture, forestry and high valued fishery products. The Sierra Leone economy grew strongly in recent years, recording double digit growth rates in 2012 and 2013 driven largely by iron mining and agricultural activities.

However, the economy is currently faced with two major shocks: the collapse of iron ore prices on the international market and the outbreak of the Ebola Virus Disease (EVD) in May, 2014. The collapse of commodity for iron ore has seriously affected the production of iron ore in the country, and consequently caused the closure of all iron ore mining companies in the country. This has no doubt affected the revenue stream of the government from this source. Secondly, the outbreak of the Ebola disrupted key economic activities. The restrictions imposed on movement, border closures, cancellation of international flights and disruptions to agriculture, tourism, manufacturing and transportation negatively affected economic output in 2014 and 2015. The economic impact of the Ebola outbreak also translated into heightened inflationary pressures, depreciation of the Leone, and increased fiscal and balance of payments financing requirements; and EVD has also resulted in many social problems including increased number of orphans and teenage pregnancy in the country.

Consequently, the need for better statistical data to build effective policy responses to the complex development problems has become even more acute in the face of EVD, which has affected the development agenda of the country for the past two years. The need to address the consequences of the EVD as well as the need to reduce overall poverty levels has engendered a new approach to development. The government and development partners now demand for improved quality, reliable and timely statistical data needed to monitor progress towards the attainment of the MDGs and Poverty Reduction.



Statistics Sierra Leone, under the Statistics Act of 2002, is charged with the responsibility of coordinating compiling, analysing and disseminating official statistics for informed decision making by the government and development partners. In this regard, Statistics Sierra Leone developed a mission statement, which clearly spells out its vision and goals. This mission statement, stated below gave rise to a felt need for a National Strategy for the Development of Statistics:

### **The Vision of Statistics Sierra Leone (SSL)**

The Vision of Statistics Sierra Leone is to create a viable National Statistical System (NSS) with SSL at the center for the coordination, production, dissemination and accreditation of official statistics to support evidence-based decision-making processes at both policy and planning levels.

### **The Mission of the Statistics Sierra Leone (SSL)**

The mission of the Statistics Sierra Leone is to coordinate, collect, compile, analyse and disseminate high quality and best-practiced official statistics to assist informed decision-making, and discussion within the government, business and the media, as well as the wider national and international community.

### **Core Values of Statistics Sierra Leone (SSL)**

Our core values are to produce and disseminate high quality statistics that are:

- Relevant: Our efforts will be directed to the best interest of the government and the wider statistical users' community.
- Have Integrity: Our statistical activities, data analysis, and interpretations is objective and apolitical, based only on sound statistical principles, practices, and highest professional standards in all aspects
- Accessible: Our statistics are accessible by all through a range of affordable and high quality information products and services including web-based or cloud access.

The National Strategy for the Development of Statistics (NSDS) serves as a foundation on which the National Statistical System can be developed, in line with the development agenda of the GoSL and in particular the government's Poverty Reduction Strategy (PRSP). Therefore, this NSDS has been developed to:

- (i) Transform, modernise, and develop the state-of-the-art institutional and physical environment of SSL to enable the operation and delivery of high quality statistics to inform the transformation and development of Sierra Leone.
- (ii) Sustainable development of the National Statistical System to a well-coordinated integrated and harmonised system to ensure that that the necessary and relevant statistics will be increasingly made available to measure, monitor and evaluate progress towards meeting the targets of the AfP and the SDGs in the country;
- (iii) Transforming the entire Statistical Cycle Management System (SCMS) by ensuring best-practiced data collection, processing, analysis methodologies, and data management and communication to serve as a road map for the development, improvement, support, strengthening and resource mobilization of all statistics and statistical activities in the country,
- (iv) Upgrade SSL from paper system of data collection to more ICT-based data collection and processing to ensure reliability and timely delivery of statistical outcomes, and
- (v) Systematically transform SSL to not only produce statistics for its own sake but to systematically ensure the collection and production of evidence-based statistics to evaluate the PRS progress and to inform new policies aimed at achieving the SDGs and sustainable transformation of Sierra Leone.
- (vi) to serve as the road map for the development, improvement, strengthening and capacity building for all statistical activities in the country

A participatory approach was used to develop the NSDS; this includes conducting producer-users workshops/meetings and sharing of questionnaires to MDAs as a way to assess the needs of stakeholders as well as to assess the strengths, weaknesses, opportunities and threats (SWOT) of the national statistical system (NSS).

## **PILLARS OF NSDS**

The accumulated assessments allow an assessment of the NSS according to six priority pillars of the NSS in terms of proposed policy, objectives and strategies. The pillars are:

- Pillar I: Governance, Coordination and Statistical Operations
- Pillar II: Economic Statistics
- Pillar III: Demographic and Social Statistics
- Pillar IV: GIS and Spatial Statistics
- Pillar V: Data Processing and Information and Communication Technology (ICT)
- Pillar VI: Training, Capacity Building and Research

## **ACTION PLANS**

The statistics programme presented in this NSDS document describes what new and improved statistics SSL and its partners in the NSS will deliver over the 5-year planning period and the operational and capacity building steps required to support the Plan. In order to respond to the issues highlighted by the assessment of the NSS and SWOT analysis, the following overarching strategies will be followed:

- Address the full range of institutional and organizational factors that affect the statistics function
- Review and enhance coordination of the NSS and make it effective and operational
- Bring the statistics and outputs covering all domains of statistics including economic, social and spatial data in line with the wide range of demands for quality data including the emerging demands of the SDGs
- Take necessary steps to make dissemination of statistics fast, equally accessible to all users and compatible with user needs
- Increase the number of staff resources available to the NSS and ensure they are appropriately educated and trained
- Ensure supportive physical, Information and Communications Technology, and statistical infrastructure is available
- Promote a sustained flow of funds adequate to support the plans

## **PILLAR I: GOVERNANCE, COORDINATION AND STATISTICAL OPERATIONS**

Governance and coordination of statistical activities are pre-requisites for sustainable development of the statistical system in the country. The strategic objective of the Pillar is to improve and strengthen coordination among all stakeholders and players in the national statistical system in conduct of statistical activities, to deliver comprehensive, high quality and timely statistics to the government, development partners and the general public to aid informed decision making processes. Areas of emphasis in this pillar will include: (a) developing policy and legal instruments that will address governance and coordination needs of the NSS (b) Physical infrastructural Development including modern office and Web-based Data system; (c) Intra- and Inter-MDA collaboration and partnership in the generation of official statistics.

In addition SSL and the NSS will take the following actions from 2016-2017:

- Review the Statistics Act, 2002 to incorporate the functions of the National Statistical System (NSS) and the United Nations Fundamental Principles of Official Statistics and best practices for effective data collection, processing and dissemination
- Strengthen the regional and districts offices as well as the statistical units of local councils, and MDAs to improve on data compilation methodologies, starting 2016
- Review existing MoUs SSL has with MDAs to broaden the scope and areas of delineation and collaboration with MDAs regarding the collection, processing and dissemination of official statistics in the country by the end of 2017
- Strengthen and give strong technical backup to MDA statistics units to assist in correcting their basic weaknesses; to this end SSL will Employ and deploy 5 more statisticians to 5 MDAs
- Develop a Compendium of harmonized statistical standards, protocols concepts, definitions, and classifications and a Compilation of good statistical methods or techniques which can act as reference points for all MDAs, by the end of 2017

### **Outputs and data collection** (see also under Pillars II, III and IV)

The following actions will be taken:

- The NSS will review the requirements of monitoring the SDGs and develop coordinated plans to produce the necessary indicators starting 2016
- SSL will establish procedures for assessment of the quality of domains of statistics and conduct assessments starting 2016

### **Data Dissemination**

The NSS will develop a strong advocacy and publicity strategy to raise awareness of statistics

- The NSS will produce a comprehensive formal dissemination policy for all official statistics starting 2016
- The NSS will fully comply with the IMF GDDS starting 2016
- From the beginning of 2016, the NSS will ensure that data and metadata are available for all its series and that reports are produced promptly for all surveys. These data will be disseminated both via traditional paper and via the SSL website.

### **Staff numbers**

- SSL will work with MDAs to conduct a review of planned work and the staff resources necessary to accomplish it and make proposals to Government; the NSS will fill the identified positions using promotion, inter-organizational transfers and direct recruitment from 2016-2017
- The NSS will develop a Human Resources Policy and Strategy from 2016-2017
- SSL will propose a new salary structure for discussion with the Government and Donor Partners aimed at retaining good quality staff by the end of 2016.

### **Physical infrastructure (for ICT see under Pillar V)**

The SSL Head Quarter building at Tower Hill will be completely demolished and a new 6- storey building constructed with adequate underground car park facilities starting 2016. This still leaves major problems with the quality of the accommodation provided to SSL staff in regions and districts. Lack of resources; mean that all 12 district offices cannot be improved in the planning period. SSL will therefore concentrate its resources on constructing the three regional offices in Bo, Kenema and Makeni starting 2018.

## **PILLAR II: ECONOMIC STATISTICS**

## **National Accounts**

A major step that needs to be taken by SSL in order to improve National accounts statistics compilation and dissemination is to rebase the national accounts in 2018. The current base year is 2006, SSL needs to rebase to 2016, since this will be in line with international guidelines. In this regard, rebasing of national accounts will require the conduct of the following key surveys in 2016:

- The Sierra Leone Integrated Household Survey (SLIHS), 2016
- Listing of business establishments and the conduct of the Economic Census in 2016
- Adopting international standard industrial classification Revision 4 (ISIC Rev 4) and Central Product Classification Revision 2 (CPC Rev. 2) and SNA 2008 as instruments for the compilation of national accounts (GDP) statistics
- Improving source data from administrative sources, compiled by MDAs
- Developed infrastructure for the compilation of quarterly National Accounts by 2019

## **Balance of Payments (BoP) and Monetary statistics**

The Bank of Sierra Leone will:

- Adopt the current IMF Balance of Payments and International Investment Position Manual (6<sup>th</sup> Ed.), 2009
- Spearhead the conduct surveys for the compilation of data on International Investment Position (IIP)

## **External Trade**

- SSL will form a committee comprising SSL, Bank of Sierra Leone, NRA and EPRU to reconcile the sources and methods of compiling foreign trade statistics in the country
- SSL will increase the frequency of foreign trade statistics that will meet the needs of BSL and other users by 2016

## **Government Finance Statistics (GFS)**

- Adopt the 2001 GFS manual and commence publication based on the GFS latest manual at least for the budget sector during 2016, and gradually extend the fiscal statistics to cover the wider general government sector over subsequent years;

## **Index of Production (IOP)**

- SSL will conduct quarterly establishment surveys to compile the quarterly IOP for the first time in 2017.

## **Consumer Price Index (CPI) and Producer Price Index (PPI)**

SSL will conduct the following activities:

- Reconstruct the CPI basket and rebase the CPI weights using results of the SLIHS, 2016 by 2018
- Expand the sample outlets of markets for the CPI using the business directory information starting 2017

The activities planned to improve PPI compilation include:

- Conduct detailed quarterly sample surveys of establishments for the compilation of national accounts starting 2016
- Increase the coverage of quarterly surveys to cover regional cities by 2017

## **Business Register and Surveys**



- Update the Business Register using the results of the business listing exercise and the Census of Business Establishments that will form the basis for the updating of the Business Register in 2017
- Conduct targeted and detailed Annual National Accounts Survey of value added and output such as the Annual Economic Survey (AES) to reduce no response starting 2016
- Expand the sand extraction and quarrying activities starting 2016
- Expand the Quarterly Business Confidence Index (BCI) surveys to cover the regional cities starting 2016

### **Employment and Labour Statistics**

- Conduct a household-based Labour Force Survey in 2016
- Support the Ministry of Labour and Social Security to carry out frequent and credible factory inspections and to produce administrative labour statistics, starting 2016

### **Agricultural Statistics**

Agricultural Statistical data will continue to be collected and analysed by PEMSD. The Ministry will upgrade the capacity of their statistical unit, with assistance from SSL, by providing training, advice and practical assistance with processing, analysis and dissemination.

The joint plans between the Ministry of Agriculture and SSL for the period include:

- Assistance to the Ministry of Agriculture to conduct a new survey in 2016 of agricultural inputs and their cost of production.oth crops and livestock would be covered.
- Conduct detailed Agricultural Survey/Census covering land areas under cultivation, production, employment and prices in 2017.
- Carry out a detailed analysis of the 2015 Food Security and Vulnerability Survey data in 2016

## Poverty Statistics

- Assemble all available poverty indicators from census, surveys and other sources and create a national poverty database for public consumption and dissemination via the enhanced SSL website in 2016.
- Prepare the updated poverty profile using the SLIHS 2016 data by 2017

## Other Economic statistics

### (a) Energy and Water Statistics

- Establish Statistical Units/M&E unities in each of the Ministries of Energy and Water Resources
- Measure the nationwide installation, production, distribution and consumption of electricity, oil, hydro and other energy sources starting 2016
- Construct energy balances of supply and demand
- Produce statistics on portable water production and consumption (Rural and Urban) services (Ministry of Water Resources) by 2020
- Produce statistics on energy potential in the country e.g. hydro, and solar energy by 2020

### (b) Environment and Climate Change Statistics

- Statistics on land use will be developed, jointly with the GIS Unit and with the Ministry of Land, Environment and and Country Planning.
- Work will also be undertaken to compile annual statistics on sanitation and sewerage. Climate statistics would continue to be published in the Annual Abstract.

### (c) Transport and Communication Statistics

- Improve data collection on licensed vehicles and drivers
- Conduct a vehicle census in 2018

(d) Tourism and Culture

- Improve data collection on tourism establishments and indicators
- Conduct a survey of tour guide, national park activities and other tourist attraction sites in 2020

### **PILLAR III: DEMOGRAPHIC AND SOCIAL STATISTICS**

- *POPULATION CENSUS in 2015* Release of provisional and final census results as well as detailed report in 2016
- Conduct the post enumeration census in 2016
- Conduct the Time Use Survey in 2017 to capture the main activities on which citizens spend their time on a 24-hour scale.

### **Household Survey Programme and Demographic/Vital Statistics**

**(a) Demographic Statistics**

- Compile the regular fertility, mortality, and lifetables analysis done using the 2015 population census data; also estimates of the crude mortality rate, age specific mortality rate, infant mortality rate (IMR), child mortality rate (CMR), under five mortality rate (UFMR), and adult mortality rate from 2016-2017.
- Compile data on marriage and divorce and other demographic indicators on a quarterly basis starting 2016
- Updating of Sierra Leone life tables (Life expectations and survival rates)

## **(b) Health**

SSL, in collaboration with development partners and NSS stakeholders, will carry out the following:

- Conduct Behavioural Surveillance Survey (BSS) on HIV/AIDS in 2016 and 2019.
- Conduct Demographic and Health Survey and issue report (DHS) in 2018
- Conduct the Multi-Indicator Cluster Survey (MICS-5) in 2016 to capture the status of children and women in the country; the last MICS was conducted in 2010
- Conduct gender-based violence and teenage pregnancy surveys in 2017
- Train service providers in births and deaths registration and associated data collection.
- Produce a new joint annual publication on health statistics to be published starting 2016

## **(c) Education**

Many concerns have been raised to improve on the availability of teaching and learning materials, teacher motivation and enrolment opportunities throughout the country. Key issues now focus mainly on the outputs of educational inputs. The main objective of this NSDS is to ensure continuity in the recent upgraded capacity of the Statistics Unit within the Ministry of Education and to collect and analysis key education indicators collected even from the function devolved to Local Councils.

The activities planned for this sector will be:

- Annual data collection and publication by the Ministry from all institutions (Pre-School, Primary, JSS, SSS, Tertiary and Tech Voc) nationwide from 2016.
- Conduct School Census in 2017
- Literacy and qualification statistics to be collected via the MICS and DHS results

- Annual completion of the UNESCO questionnaires on Educational Attainment and Literacy Statistics by sex for both urban and rural areas.

NSS will work directly with the Universities to:

- Compile data on enrolment, sex ratio and completion rate of students
- NSS will also liaise and work with Professional Educational Assessment Institutions (WAEC, NCTVA etc.) relating to examination statistics on entries and performance of candidates by age and sex and also by region, district, and chiefdom.

**(d) Social Welfare, Gender and Children**

- Collect and analysis data on child vulnerability, child protection and Justice starting 2016; data will be collected on: street children, children sexually abused including other forms of child exploitation, teenage pregnancy, EVD survivals and orphans; disaggregated by gender, age, district, and region. Some of this data might perhaps be collected via the household survey programme of NSS. A perception survey will be conducted in 2017 to assess the knowledge, attitude and practice (KAP) of Sierra Leoneans towards the 3 Gender Laws and the Child Right Act

### **(e) Criminal Justice and other Social Statistics**

SSL will work with the Ministries to have a Statistician deployed at the Ministry Justice to collect data on justice related issues and cover the police, the courts, prisons, Anti-Corruption Commission (ACC) and National Fire Force. In particular the new unit will aim to:

- Compile statistics on status of cases in courts starting 2016
- Compile and analyze crime statistics produced on a monthly, quarterly and annual basis by the Sierra Leone Police.
- Compilation statistics on police operations, complaints and 'cell' in-mates across the country
- Continue the occasional series of "service delivery perception surveys" for the image of the police and prisons forces

### **PILLAR IV: GIS AND SPATIAL STATISTICS**

SSL will undertake the following:

- SSL GIS Unit will conduct training to build the capacity of MDA staff Updated the EA level census database developed from the 2015 Census to be used by all development partners for policy and planning, dissemination and sampling purposes, by 2017
- Map out key health, education, national parks, roads facilities nationwide, starting 2016
- Establish an urban address Master Database. This consolidated address database with mapping capabilities would replace the existing address databases and allow for real time updating and synchronization. It could be used by SSL as a sampling frame as well as by MDAs for administrative purposes, starting 2016

## **PILLAR V: DATA PROCESSING AND INFORMATION COMMUNICATION TECHNOLOGY (ICT)**

The main objective here is to provide support and training to the statistical production teams within NSS on the right software and hardware to use and how to use it. Will carry out the following:

- Develop an ICT Development Policy and Plan
- Provide LAN and WAN to like SSL District Offices, Local Councils and the NSS Statistical units in the country starting 2016
- Establish an integrated database of census and survey data for internal access by all NSS staff starting 2017
- Establish an Integrated Management Information System to support management on financial and personnel issues in 2016.
- Provide state-of-the-art computers and computer accessories, UPS, statistical software packages and antivirus packages for all SSL offices and statistical units of MDAs in the NSS.
- Upgrade the technical aspects of SSL and MDA websites

## **PILLAR VI: TRAINING, CAPACITY BUILDING AND RESEARCH**

The strategic objective of this pillar is to ensure capacity development to provide an adequate and skilled workforce and research to support excellent and consistent statistical product and service delivery. This will be pursued as a priority.

Initiatives will be taken to provide training starting in 2016 on:

- the technical aspects of each statistical domain listed in Pillars I, II and III above
- sampling and surveys, data processing, analysis and report writing
- Human resources management, finance and administration operations.

The following actions will be taken from 2016-2018:

- SSL will work with MDAs to conduct a training needs assessment within the NSS and put in place a long-term training plan and curriculum in 2016
- NSS will work with University of Sierra Leone and Njala University on their statistics and related education including both bachelor and master degrees and specifically on a degree in official statistics
- NSS will establish an Institute of Statistical Training and research in SSL to meet a wide range of training needs to supplement what is taught in bachelors and masters degrees, increase the relevancy of education and training to official statistics and conduct statistical research
- SSL will promote statistical research and suggest research agendas for different components of the NSS.
- NSS will emphasize “On-the-job” training by managers and support it support by good desk instruction manuals and other documentation.
- NSS will give more focus to staff learning from international consultants, from colleagues in neighbouring countries and participation in international meetings, especially those organised in the region by ECOWAS, AfDB, UNECA; and by making bilateral study visits to neighbouring countries
- SSL will explore with ECOWAS the scope for a regional wide training initiative for West Africa similar to what is in place in East Africa.

## **COSTS AND FUNDING**



## Funding Requirements

The total cost of the NSDS statistics programme and its administration is as shown in Table 5.1 amount to Le142.5 billion (US\$27.4 million) over the 5 years of the plan.

**Table 1: Summary of Costs of the Proposed NSDS <sup>1</sup>**

Item	2016	2017	2018	2019	2020	Total
<b>Total NSDS Budget (Le millions)</b>	35,172	30,907	27,966	24,235	24,185	142,465
<b>TOTAL (USD million) at USD=Le5,200</b>	6.76	5.94	5.38	4.66	4.65	27.40
<b>Government Funding for SSL (Le'Millions)</b>	8,441	9,890	11,186	11,633	13,544	54,694
<b>Government Funding for MDAs (Le'Millions)</b>	2,110	2,473	2,797	2,908	3,386	13,674
<b>Total Government funds (Le'Millions)</b>	10,552	12,363	13,983	14,541	16,930	68,368
<b>Total Government Contribution (USD millions) at USD=Le 5,200</b>	2.03	2.38	2.69	2.80	3.26	13.15
<b>Gap to be financed by Development Partners (Le'Millions)</b>	24,620	18,544	13,983	9,694	7,256	74,097
<b>(USD' Millions)</b>	<b>4.73</b>	<b>3.57</b>	<b>2.69</b>	<b>1.86</b>	<b>1.40</b>	<b>14.25</b>

## Sources of Funding

<sup>1</sup> At 2016 prices and exchange rate of US\$1=Le5200. This covers all SSL costs; all survey costs; and also the statistical costs of MDAs where they can be clearly identified. Excluded are data entry costs in all districts, and dissemination costs. Also excluded are 2015 census costs, key donor pooled funded surveys such as DHS, and MICS; such cost will be addressed separately whenever they are due.

In 2016 the total cost of the NSDS is Le 35.2 billion Leones (USD 6.76 million); of this amount it is estimated that the expenditure of SSL will be approximately Le 28.14 billion (USD 5.41 million). Government contribution of the total NSDS cost is estimated to increase gradually from 30 percent in 2016 to 70 percent in 2020. For instance, of the Le 35.2 billion estimated total cost the government is expected to contribute Le 10.6 billion in 2016 to cover the operations of the strategy. The remaining amount is expected to come from development partners.

We believe that the Government is committed, under the Agenda for Prosperity (AfP), to achieving sustainability for the statistical system in Sierra Leone and accept that this means that they should fund a larger proportion of the statistical activities in the future. The Development Partners also strongly hold to this view. Development Partners would like to see all regular work funded from the government budget and only special surveys or special new developments funded by external funds.

A strategy of gradual increase in SSL expenditure funded from the government budget is therefore proposed rising from approximately Le 10.6 billion to Le16.9 billion by the end of the five years period in 2020. We believe this is affordable within the context of the Government's Medium Term Expenditure Framework (MTEF) and given its commitment to improved statistics.

## **IMPLEMENTATION ARRANGEMENTS**

Implementing the plan will involve large-scale changes to the organisation of the NSS including SSL and its links with statistical units in MDAs.. Managing such large-scale changes (known as "change management") can be a difficult process for the directors to handle. SSL will play a leading role in the change management. This will be done through a series of seminars, newsletters and frequent ad hoc contacts. Good and frequent communications with staff will be one of the key requirements plus an openness to listen to staff problems as they arise. ,It will be essential to ensure regular and good communications with government and external

stakeholders. Newsletters, press releases, articles will be used for updating people and the media on progress and raising the profile and need for good statistics.

### **The Statistics Advisory Committee (SAC)**

In order to achieve coordinated progress on achieving the Plan, a high level formal Steering Committee is proposed which would meet every quarter of the year.

The Steering Committee will perform the following functions:

- Provide overall direction and coordination of the NSDS implementation
- Mobilise funding and other resources for the NSDS implementation
- Facilitate the review and finalization of Legal Instruments such as the revised Statistics Act and MoUs to be signed between SSL and MDAs
- Provide regular updates to H.E the President on progress of implementation of the plan

### **Technical Coordination Committee (TCC)**

The Technical Coordination Committee (TCC) will be formed to provide technical guidance to the implementation of the NSDS. It will meet twice per quarter and reports to the Statistics Advisory Committee (SAC) Committee and will also consider more detailed reports on progress.

### **The Coordinator of NSDS Implementation**

The Deputy Statistician General (DSG) of SSL will serve as the Coordinator for the implementation of this NSDS and reports to the Statistician General (SG) and SSL Council. The DSG will be assisted by 2 Statisticians at SSL in the coordination of NSDS activities.

## **Technical Assistance**

A Resident Advisor will be required to train staff in economic, demographic and social statistics data compilation and dissemination.

Technical Assistance will also be needed for the implementation process to cover non statistical activities such as: HR strategy including revising the organisational and salary structure, ICT strategy including setting up the LAN and WAN computer network, management training for directors, data dissemination and website improvements<sup>2</sup>

## **MONITORING AND EVALUATION AND RISKS TO NSDS**

### **Goals and Monitoring**

Medium (up to 2018) and long term (up to 2020) targets/goals have been set (or will be set)<sup>3</sup> for 26 performance indicators of the Plan. The performance indicators relate to Aggregate Performance, Resources, Activities, Outputs, and Results/Outcomes. Progress towards the targets/goals will be monitored through these performance indicators. This monitoring system requires baseline and target/goal values for each indicator against which progress can be tracked. SSL will also define the method or the data source for establishing the values of the indicators.

The purpose of monitoring is not just to report on progress, but also to consider corrective action. Where objectives and targets are not being met, plans might need to be revised and supplemented in order to get back on track for the original delivery date.

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<sup>2</sup> Statistical TA is covered in the NSDS budget under the appropriate work headings.

<sup>3</sup> Some goals cannot be set now because baseline data is not yet available.

Every year (based on the monitoring reports and linked to the budget cycle) the Plan will be modified as necessary and pushed out an additional year so that the planning horizon would always be 5 years. A more extensive Mid-term Review of Progress (end of the third year of the Plan) will be done. The Review would be done by an external consultant. The consultant would recommend any substantial changes needed to the NSDS in the light of experience so far.

An End-of-term Review and Evaluation will be done also by an external consultant, drawing lessons for further strategic planning.

### **Risks to the Implementation of the NSDS**

Critical risks identified that could threaten implementation of the NSDS include:

- Possible shift of government priority resulting from a change of Government brought about after general elections in 2018.
- Reduced funding from the government;
- Reduced funding from donors and/or late disbursement of committed funds;
- Donor fatigue resulting from the massive effort of development partners during the fight against EVD in 2014 and 2015;
- The required HR capacity both in numbers and education and training may not be accomplished. The NSDS outlines plans to mitigate each of these risks.