ANAMBRA STATE STATISTICAL MASTER PLAN

SBS

Strengthening Statistics at State Level

ANAMBRA SBS 2009

His Excellency

MR. PETER OBI

The Executive Governor Anambra State

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FOREWARD

This is a maiden edition of the Statistical Master Plan for Strengthening Statistics in Anambra State. Over the Decades, one of the greatest challenges to development Planning at the sub national level is the near absence or non existence of Statistical data for Planning. In our system of many Governments but one Economy, the need for functional Statistical Agency at State level is obvious. The concept of one economy underscores the desire of Federal Government to initiate the idea to improve entire National Statistical System (NSS) in 2004. The Statistical Master Plan, though, was to improve entire National Statistical System, its content focused mainly on the development of statistics at the Federal level with very little attention paid to problems at the sub-national level. The State Statistical Master Plan is therefore designed to fill this gap.

The Anambra State Statistical Master Plan has been adopted from the generic Master Plan to reverse the decline in the quantity and quality of official statistics at the sub national level (States and Local Governments) and consequently, promote evidence-based policy design, planning and monitoring of development initiatives and programmes at the lower tiers of government.

The State Statistical Master Plan is a grass root document and took cognizance of the Statistical needs of the grass root. Thus, the Plan will certainly provide guide for the establishment of functional Statistical agencies at both State and Local Government Levels as well the private Sector organizations at the these levels of governance.

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The State Bureau of Statistics wishes to express its gratitude to the Federal Government for according Priority to the reform of the National Statistics System (NSS) that eventually gave rise to the development of the State Statistical Master Plan. It is on record that the World Bank and other development Partners provided support for the production of the State Statistical Master Plan. We wish to acknowledge the effort of the State House of Assembly, the State HOS, the State Ministry of Justice and to the Governor and the staff of the State Statistical Agencies who worked tirelessly in the course of the preparation of the Master Plan.

We finally and most importantly wish to appreciate the zeal shown by His Excellency, Mr. Peter Obi Governor Anambra State in the producing reliable Statistics.

Mrs. V.O Nwandu
Permanent Secretary
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ACRONYMS

AAPA	Addis Ababa Plan of Action
ADB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ANSG	Anambra State Government
CBO	Community Based Organization
CBN	Central Bank of Nigeria
CPI	Consumer Price Index
CPTC	Corporate Planning & Technical Coordination
CSD	Census & Survey Department
CSRD	Civil Service Reform Decree
CWIQ	Core Welfare Indicator Questionnaire
DPRS	Department of Planning, Research & Statistics
DG	Director General
ECA	Economic Commission for Africa
EMCAP	Economic Management and Capacity Building Project
EA	Enumeration Area
EU	European Union
FACCS	Federal Agencies' Consultative Committee on Statistics
FGN	Federate Government of Nigeria
FOS	Federal Office of Statistics
GDDS	General Data Dissemination System
GDP	Gross Domestics Product
GHS	General Household Survey
GIS	Geographic Information System
GPS	Global Positioning System
GSSMP	Generic State Statistical Master Plan
ICT	Information and Communication Technology
ISIC	International and Industrial Classification
IT	Information Technology
LAN	Local Area Network
LGA	Local Government Area
MAN	Manufacturers Association of Nigeria
MDGs	Millennium Development Goals
MIS	Management Information System
MPIU	Master Plan Implementation Unit
METEF	Medium Term Expenditure Framework
MTR	Mid Term Review
NACCIMA	National Association of Chambers of Commerce, Industry, Mines and Agriculture
NBS	National Bureau of Statistics
NEEDS	National Economic Empowerment and Development Strategy
NGO	Non Governmental Organization
NIS	National Information System
NISH	National Integrated Survey of Households

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NPC	National Planning Commission
QPR	Quarterly Progress Report
SBS	State Bureau of Statistics
SCSSMP	Steering Committee on State Statistical Master Plan
SEEDS	State Economic Empowerment Development Strategy
SSG	State Statistician General
SMP	Statistical Master Plan
SSMP	State Statistical Master Plan
SSAs	State Statistical Agencies
SSS	State Statistical System
STATCAP	Statistical Capacity Assessment Programme
SWOT	Strengths, Weaknesses, Opportunities and Threats
TQM	Total Quality Management
TR	Terminal Review
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
WAN	Wide Area Network

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EXECUTIVE SUMMARY

Current Status of the State Statistical System

Over the year, agencies and processes for producing, using and maintaining Statistics as a basis for evidence-based policy making and monitoring were severely eroded, consequently policy making in Nigeria became ad hoc, and monitoring of policy outcome completely absent. Demand within government for good Statistics, especially during decades of military rule, declined precipitously; so too did funding for the development of Statistical Capacity and infrastructure, statistical Production and maintenance. There has been a rapid increase in demand for statistics since the return to democratic governance in the country to better support national development processes. This demand has brought to bare (a) the weaknesses in statistical capacity and the dearth of data on social and economic indicators required for monitoring achievement of results on development polices and initiatives, (b) the unreliability of existing data, (c) a huge accumulation in the bank log of unprocessed data leading to unexplainable data gaps, and (d) unsustainability of current Statistical activities.

The main strengths of the State Statistical System on which this Plan aims to build were identified as recognition by stakeholders of the need to reform the system, recognition of the coordinating role of SSA and willingness to collaboration, existence of research and training institutions, and existence of core competencies in a number of institutions for data collection and management. The weaknesses inhibiting performance of the State Statistical System which the Plan is set to mitigate or eliminate were identified as lack of a statistical culture, inadequate statistical advocacy, outdated and rather limiting 1957 Statistical Act despite emerging changes in political structure, constitutional responsibilities of sub-national governments and pressure for good reliable Statistics, overlapping roles among agencies, insufficient coordination and feedback mechanisms, lack of clarity of statistical function in some line ministries, under-resourcing of statistical agencies and activities, general poor IT application among many agencies, inadequate knowledge on management, poor maintenance of equipment, inadequate data management and dissemination, lack of data at low levels of aggregation and lack of timeless in data release. Serious data gaps on many areas of state development were identified including poverty, gender, environment, food security, governance, etc.

A number of opportunities for developing the State Statistical System were identified and will be taken advantage of during the Plan period. These include governments' and donor commitment to development of statistics, increased demand for data and information for informing development processes, the possibilities to share experiences in statistical operations in the sub-region and internationally, and existence of national frameworks and guidelines which the system can get off the shelf and use. Risks identified are low priority for and investment in Statistics, failure to enact and implement a new Statistical Act, failure to innovate and perform, inability to retain qualified staff and lack of commitment to coordination.

In order to arrest and reverse this trend, government has made improvement in Statistics at the State and Local government levels one of its priorities, hence this Statistical Master Plan.

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Highlights of the Plan

Purpose

The Anambra State Statistical Master Plan has been prepared to reverse the decline in the quantity and quality of office statistics in the State and to promote evidence-based policy design, Planning and monitoring the State development initiatives and programmes. The Plan which has been prepared through extensive consultations with data producers and users provides: (i) a mechanism for Statistical advocacy, (ii) a 'road map' and milestones for getting there, (iii) a comprehensive and unified framework for assessing user needs on a continuing basis and meeting these needs, (iv) mechanisms for feedback and learning , (v) a framework for mobilizing, harnessing and leveraging resources (State, National and International) and energies, and (vi) mechanisms for the creation of quality awareness and enhancement and (viii) a strategic targeting definition of where the SSS should be in the next five years.

Basis

The Plan is based on a critical assessment of data gaps in various socio-economic areas of State life, identified user needs especially for policy design, Planning and monitoring State development, and an assessment of existing institutional capacities in terms of resources, infrastructure (physical, technical, IT and management) and systems to meet these needs

Long-term Vision

The long-term vision for the State Statistical System is one of a proactive, coordinated, well-managed and resourced system capable of meeting Statistical data and information needs of government and society towards sustainable State development and poverty reduction.

Core Value

The core value of the State Statistical System will be increased demand for and supply of good quality official statistics, and ensuring credibility and integrity of such Statistics

Strategic Outcomes

The Plan aims to achieve critical strategic outcomes namely; establishing an investment outlay for sustainable Statistical development, user satisfaction, effective and sustainable processes and staff satisfaction.

Strategic Theme 1: Organizational Development

Strategy Goals: Greater awareness about the importance of statistics to society, higher profile and positioning of statistics in government and society; greater use of statistics especially for evidence-based policy design and decision-making; congenial legal framework to underpin statistical arrangements and operations; coordination, collaboration, networking and information sharing among stakeholders; and institutional development, contribution to the development of National Statistical System /State Statistical System

Strategic Theme 2: Human Resource Development
Strategic Goals: Strategic skill development through knowledge transfer and training; staff motivation through meritocratic processes for recruitment and promotion, well defined career path competitive remuneration /reward and recognition system

Strategic Theme 3: Data Development
Strategic Goals: Improved data quality by creating an effective process value chain. The chain starts with innovation processes; identifying current and future user needs and developing solutions to meet these needs and proceed through operations process, delivering quality statistical products to users; increase data quantity through rationalized censuses and surveys; administrative records and exploitation of new areas.

Strategic Theme 4: Infrastructure and Equipment
Strategic Goals: Improved infrastructure (Physical, Management, IT and Technical) and supply of equipment to enhance agency's capacity to produce and manage statistical data and information.

Provision has been made for establishment of routine goals and objectives around which activities and products will be established. The activities to be carried out to achieve the above goals have been identified together with outputs to be produced, associated targets and outcomes or effects that are intended to be achieved in order to meet users need especially for policy, decision-making and Planning.

Plan Implementation

Plan implementation will involve the following:

(i) Building consensus around the Statistics Edict Before being sent to the Anambra State House of Assembly for enactment. The Act which will provide a legal basis for Statistical operations in the State among other things, creates an autonomous modern, State-of-the-art IT Strategy-focused and responsive agency, the State Bureau of Statistics (SBS) to, inter alia, coordinate the State Statistical System;

(ii) Creating Plan-Supporting organizational structures including Management teams, Departmental teams, Standing Committees and temporary working groups to handle specific cross-functional tasks; setting up a Steering Committee on the State Statistical Master Plan; establishing a Master Plan Implementation Unit to Coordinate and manage day-to-day activities and especially the various donor-funded projects;

(iii) Achieving Strategic alignment by educating everyone in the SBS and all Stakeholders in the SSS (including policy and decision-makers) about the Plan, its Strategies and how to achieve them

(i) Managing change in such a way that change-orientated thinking becomes a habit for everybody and individuals can change as an opportunity to enrich their careers and personal lives rather than threat;

(ii) Making the SBS an information-age Strategic learning and results-orientated organization in order to achieve good outcomes in different work areas;

(iii) Preparing business Plans or annual work programmes and budgets, with appropriate mechanisms for monitoring and assessing progress; and

(iv) Mobilizing technical assistance especially in the early stages of Plan implementation for in process guidance and hands-on training of staff to build work-place skills and competencies

Monitoring and Evaluation

The Master Plan will be a living document. Its implementation will be effectively monitored and at the end of the Plan period, its impact evaluated. Monitoring will be done (i) to ensure that stated goals are being achieved, (ii) to track inputs, activities and outputs, (iii) to determine if implementation is on course or not, (iv) to alert management of problems or potential problems before the situation becomes critical, and (v) to take corrective actions to ensure that performance conforms to strategy or that the strategy is revised in light of new experience.

Performance indicators covering the external environment, the Statistical processes including managerial and technical support, and outputs will be used to monitor and measure performance/progress. In particular, system-wide indicators will be used to provide an overview of the Statistical Production across the SSS. Agency related indicators will also be used to provide a pointer to the breadth of Statistical activities undertaken within the SSS while output indicators will provide an overview of the internal capacity of agencies producing them.

Benchmarking will be systematically undertaken to compare results from different Departments Branches and Sectors with reference to such things as timeliness, user satisfaction (internal benchmarking) and to compare the SBS's performance with that of high performing National Statistical Agencies in the Sub-region, region and internationally (external benchmarking).

Regular reports will be prepared during the Plan period including: Statutory Quarterly Progress. Reports to be prepared and presented by the Board of Directors of the SBS to the Governor; Master Plan Implementation Unit will also prepare and submit to the World Bank a Quarterly Progress report covering all project components; Project Management Reports with key financial data for the quarter and budgeted activities for the next two quarters; Annual Review Reports following Review; Mid-term Reports following Mid-term Review, and Terminal Report following end of Plan review.

Proposed Budget and Investment Plan

A budget with recurrent and development components has been proposed. This budget will be

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met from two sources, namely donors and the government. It is expected that donors will assist government with grants and loans to invest in Statistical development using the State Statistical Master Plan framework. Government will be expected to fund the recurrent budget and to increasingly shoulder the responsibility of funding the capital budget as funding by development partners reduces so that by the end of the life of the Plan, government should be funding the bulk of the budget.

ACTION PLANS

Given the current state of the SSS, the following action are be taken to arrest the declining trend in both the quantity and quality in Statistical Production

Organizational Development

- Sensitization programmes should be undertaken to create greater awareness about the role and importance of Statistics in society, enlist the cooperation of data suppliers in providing needed information and create demand and create demand for Statistical products /services
- Government should have the Statistics Edict passed into law so that Statistical activities and operations including arrangements for data collection, compilation, dissemination and interpretation are underpinned by a congenial Statistical legislation.
- Government should raise the profile of Statistics and the agencies producing them. In particular, a modern autonomous agency should be established as proposed in the Statistical Edict. The agency, Anambra State Bureau of Statistics (SBS) should be visible, more professional and well resourced.
- The functions and activities of data producing agencies should be better coordinated using the proposed mechanisms.
- All data producing agencies should be strengthened so that they can better meet user needs.
- In order to the raise the profile of Statistics and make coordination of Statistical work in the State, the SBS should be located in Governor's Office.

Human Resources Development:

- There should be an in-depth assessment of Statistical training needs to be followed by development of a human resource development strategy and a comprehensive training programme.
- In the meantime, need-based training should be undertaken to build competences in management, technical skills (e.g. Sampling and data analysis), and soft skills (communication, report writing, etc.)
- Training should be undertaken on an ongoing basis and should include induction for new staff, short in-house courses, short outside courses, study tours and training for surveys and censuses

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- Given the low level of computerization and computer applications by professional and sub-professional Statisticians working in institutions in the SSS, a crash training programme in computer application should be organized for all staff who lack proficiency in IT.
- There should be training for key data producers in line ministries on how to use data.
- In addition to inter-agency (horizontal) Coordination, there should be technical Coordination to ensure that data from different sources do not conflict and at the very least are comparable
- Staff motivation should be made a priority for data producing and agencies.

Data Development:

- A review of methodology and instruments currently in use for statistical production at State level should be undertaken
- A review of accuracy, reliability, spatial and temporal consistency of existing data should be undertaken, focusing on the soundness of data and Statistical Techniques and whether Statistical outputs sufficiently portray reality
- The United Nations Fundamental Principles of Official Statistics should be the guiding principles for SSS in order for the public to have trust in official Statistics.
- The SSS should subscribe to the international Statistical community position that data quality enhances their credibility and usability; and that data quality is multi-dimensional and goes beyond the traditional view that equates quality with accuracy
- SBS should develop and promote use of Statistical Standards and appropriate methodologies
- Resources required to undertake censuses and surveys should be made available in time so that activities are undertaken as scheduled
- Administrative data collected should be improved through training, provision of equipment and other forms of support to agencies that collect them.
- There is a lot of unprocessed data in many agencies .The back log of these data should be collected, processed and disseminated as a matter of priority.
- A policy on data quality should be developed on such things as acceptance error rate and non-response rates
- Data analysis should be improved. As much as possible, subject-matter specialists and Research and Training institutions should collaborate with data producers to add value to data through more detailed analysis especially policy-related analysis
- A data dissemination policy providing for advance publication of a release calendar and simultaneous release of data to all stakeholders should be developed

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- The SBS should be proactive in disseminating Statistical data and information by providing more information to users in the form up-to-date product catalogues, providing access to an enquiry point by telephone, fax, the Internet and electronic mail.
- Different media should be used to disseminate data including main bookshops in key towns and Universities in the country, main outlets for Statistical reports, electronic media, press releases whenever new data are formally released.
- Data storage and retrieval should be improved by establishing user-friendly sectoral Data Bank with connectivity to the State-Data Bank

Infrastructure and Equipment

- The infrastructure (physical, technical, management and IT) in many agencies should be upgraded and equipment supplied to them to a level where they can be able to produce good data efficiently and in a sustainable manner
- There should be a reference library for all Statisticians and other users of Statistics in the SSS. It should be well stocked with up-to-date books and journals as well as Internet facilities to facilitate access to publications that are regularly available on web sites of international Statistical Institutions and Associations
- Local Area Networks(LAN) and Wide Area Network (WAN) should be established and there should be Internet connectivity
- Equipment to be supplied should include vehicles, stand-by generators, IT equipment, and office equipment
- There should be IT standards and policies to provide guidelines on such things as: computer hardware and software, computer replacement, virus protection, uses of computers and Internet resources and electronic mail.
- A lot of equipment bought in the past either by government or by donor had not been maintained. Institutions should build a culture of maintenance of equipment, plant and vehicles
- Each MDA should provide on four-wheel drive vehicle for facilitating field collection

Implementation

- Consensus should be built around the Statistics Edict through sensitization meeting which SBS should organize
- The good offices of the Chief Executive of Ministry Economic Planning and Budget should be used to sensitize the State Executive Council and Legislators about the Edict
- The transition from of the SSA to SBS should be done in such a way that Statistical activities now being undertaken by SSA are not interrupted.
- At the SBS, building bureaucracy, autocracy and top-down management style should be avoided in preference to a Streamlined, participatory and [illegible] style of

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management that breaks down organizational silos and encourages cross-functional and problem-solving teamwork

- SSA and later SBS will have overall responsibility for coordinating the implementation of the Master Plan. However, a 15 member Steering Committee on the Statistical Master Plan will be set up at an early stage to coordinate Plan activities.
- Initially SSMP will report and make recommendations to the Chief Executive of Ministry of Economic Planning and Budget. Once the new Statistics Edict comes into effect and SBS and its Board have been established, the Committee will advise the Board which in turn reports to the Governor.
- In order to coordinate and manage the day-to-day Plan activities, and especially the various donor-funded projects supporting implementation, including the World Bank- STATCAP project, a Master Implementation Unit Should be established in SBS
- In-process guidance and hands-on technical assistance in those areas in which there is limited capacity or no capacity at all (new areas) should be sought particularly in the early stage of plan implementation
- SBS should mount a consistent communication programme to develop an understanding of the Plan Strategies, mobilize State to support them, educate staff about management systems and provide for feedback about the strategies
- The Master Plan should be implemented in such a way that change is well managed so that individuals can see it as opportunity to enrich their careers and personal lives
- For its effective day-to-day implementation, the Plan should be translated in to business plans or annual work programmes and budgets, with appropriate mechanisms for monitoring and assessing progress.

Monitoring and Evaluation

- Plan implementation should be effectively monitored and at the end of the Plan period, its impact evaluated using performance indicators and targets set in the Plan
- Both internal and external benchmarking should be undertaken to assess performance and as a basis for improvements
- Monitoring of Plan implementation should be a continuous process. However, specific reviews should be undertaken as specified
- Reports on Plan implementation should include the Statutory Quarterly Progress report by the Board to the Governor, Quarterly Project Management Report, Annual Report, Mid-term Review Report and Terminal Review Report

Budget

- The budget for the Master Plan is to be met from two sources, namely donors and the government. Donors will assist government with grants and loans to invest in Statistical development using State Statistical Master Plan framework.

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Government should fund the recurrent budget and increasingly shoulder the responsibility of funding the development budget as donor funding reduces.

ustainability

To increase prospects for sustainability of the State Statistical System, dynamic and responsive organizational structures, systems and cultures should be created, Requisite capacity should be built, all advisors should have counterparts for purpose of transferring knowledge and skills, and government should progressively increase its funding for the activities originally funded by donors

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Chapter One

Introduction: Current Status and Assessment

1.0 Background and Process

1.1. Background

1.1.1 Introduction: History, Area, Climate and Political Development.

The new ANAMBRA STATE which is in South Eastern Nigeria and is one of the thirty-six States constituting the Nigerian Federation. It came into being on August 27, 1991 when the administration of President Ibrahim Babangida decided to acquiesce to the yearning of the people of former Anambra State for self determination. Anambra State derives its name from the Anambra River, a tributary of the River Niger.

GEOGRAPHICAL LOCATION

It is situated on the low lands east of the River Niger, and to the west of Enugu State, the State is bounded in the north by Kogi State and in the south by Abia/Imo States, it is also bounded in the West by Delta State.

THE PEOPLE

According to 2006 National Population census Anambra State has a population of 4,182,032 with a population density of 947.02 per. Sq km. Its people are Igbo by tribe. They are widely known to be hospitable, very resourceful and hard-working. Skilled manpower resources are, therefore, readily available in almost every sphere of human endeavors. The vernacular spoken is Igbo, but English is widely used and a visitor can make himself understood even in the humblest hamlet if he can speak a medium level English.

Economically, the state is predominantly rural and agrarian, with a substantial proportion of its working population engaged in farming, although trading and services are also important. In the urban areas trading is the dominant occupation, followed by services, mostly the public service (although the private sector is presently receiving tremendous impetus).

Anambra State has rich agricultural potentials as a result of its location within the tropical forest and savannah belts. Consequently, almost every tropical crop thrives in the State. About 70% of the population is farmers, growing food crops such as rice, cassava, maize, yams, banana and a variety of fruits and vegetables. The development of the State Statistical System has been haphazard for some time. This resulted in various cycles of inadequate resources, poor statistics and low demand for statistics. This problem was however addressed in 2004 by the initiation of Statistical Master Plan for the National Statistical System.

Having tackled and solved the problem at the centre, it is now time to do the same at the sub-national (State) level. Sustainable improvement in the statistical system at the state

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level through capacity building requires programs to increase both the demand for and the supply of statistics. In other words, there must be a break in the cycle, encouraging the State to develop the capacity to conduct sophisticated statistical activities reflecting its own agenda and to make better use of these data in managing its own development programs

BACKGROUND OF THE STUDY

The development of the National and State Statistical Systems has been haphazard for some time. This resulted in a vicious cycle of inadequate resources, poor quality of statistics and lower demand for statistics. This problem was however addressed in 2004 by the initiation of Statistical Master Plan for the National Statistical System.

1.1.2 State Development Framework

Nigeria being a federation of 36 states and Federal Capital Territory, Abuja allows each component part to develop at its own pace. However, no state would want to be left behind in the scheme of things in the country. Hence, the states, in line with the Federal government reform programme titled National Economic Empowerment and Development Strategy (NEEDS), had equally designed the State Economic Empowerment and Development Strategy (SEEDS). This is the States' own version of the programme designed to fight poverty, create empowerment and increase wealth in the State. It is expected that just like the NEEDS, there will be a Medium-term Expenditure Framework (MTEF) among the SEEDS frameworks that will involve a multi-year rather than annual budgeting, re-orienting expenditure towards priority and critical areas while restraining overall spending levels.

A strong statistical base is necessary for the effective monitoring of the performance of the SEEDS and MDGs. Already, the Local Government Economic Empowerment and Development Strategy (LEEDS) has been developed in the twenty one LGAs in Anambra State.

1.1.3 Government's Statistical Development Strategy

Prior to the creation of Anambra State, Ministry of Economic Planning & Development in 2006, the State Statistical Organisation was a department in the Ministry of Finance and Economic Development. Presently the State Statistical Agency (SSA) is located in the Anambra State Ministry of Economic Planning & Development. The functions of the State Statistical Agency (SSA) are clearly defined, but it lacks the funds to meet the needs of the activities it is supposed to implement .It should also be noted that since 1999, Anambra State has been among the least in the Federal Government Revenue allocations. This limitation in Revenue allocation impacts on almost all economic activities of the State including both quantity and quality of Statistical data generated. This scenario has since been recognized hence in line with the Federal Government reform programme titled National Economic Empowerment and Development Strategy (NEEDS); thus the State has designed the State Economic Empowerment Strategy (SEEDS)

This version of the programme is aimed at fighting poverty, creating employment and wealth in the State as well as creating an enabling environment to generate high quality data that will aid Government policies and decision making.

1.1.4 Past and Ongoing Donor support for Statistics at State Level

The State Statistical Agency has at various times received donor support for its development. The most comprehensive was the one got under the UNDP 4th Country Programme. That assistance sought to put State Statistical Office on its feet. It did while the programme lasted but collapsed as soon as it ended.

The lessons learnt from the UNDP support were that there is:

(i) need for State Government commitment to development of statistics through payment of Cash Counterpart Contribution.

(ii) need for government ownership of the Statistics Development Programme

1.2 The Process of designing the State Statistics Master Plan (SSMP)

In designing the SSMP we were guided by the principle that the process is as good as the outcome. Therefore great effort was directed at how we got the plan.

1.2.1 Consultation and Participation

The process of designing the SSMP involved consultations and participation of the staff of the State Statistical Agency. They were involved from beginning in the system assessment, building consensus on the ways and means of strengthening the SSO and the State Statistical System (SSS). The process created staff awareness to statistical best practices, co-operation and co-ordination in data production, internal and external communication, and the need for the understanding and ownership of both the process and the plan itself..

Building consensus on the SSMP started with a 1-day meeting of all Statisticians with the Director of Statistics in the State.

1.2.2 Previous Work

In the recent past, effort at co-coordinating statistical production in Nigeria to eliminate waste, duplication, compromise quality, timelessness and standards was mounted by the National Bureau of statistics(formerly federal Office of statistics) assisted at various times by some Development Institution. The efforts were aimed at caring all producers and users of statistics in the Nigerian Statistical System along including the states. Anambra State however, participated in those initiatives, and implemented the recommendations and the lessons learnt from the initiatives and current studies.

These studies/assessments/programmes involved UNDP - Assisted National Statistical and information System Programme (1995-1998)

1.2.3 Data Needs and Capacity Assessment

In an economy where transparency in governance, decision-making accountability and democracy has been observed to have taken root, the statistical system is usually demand-driven rather than supply driven: That is producers provide immediate response to users'

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statistical needs of users. The main data users were identified and discussions held with them on their data usage, availability, timeliness and quality. The discussion also tried to probe their future data needs and priorities. Aside from the data needs assessment, a capacity need assessment was carried out to determine the ability of the SSO and the other data producers (notably the PRSDs) to satisfy user-needs. The needs assessment includes environment/office space, human resources, infrastructure (physical, technical, IT, communication an organizational) system. This was done through discussions with various data producers to update the available information from different records, assessments and studies. The assessment was focused on such areas as:

1 The inventory of their capacity;
2 What data they produce;
3 How data are produced;
4 How they co-ordinate with data users;
5 How they process, analyse and store data;
6 How they disseminate to users;
7 Appropriate strategies for improvement;
8 Capacity building programmes;
9 A requirement for technical assistance

The users and producers were categorized into broad groups and information collected from selected agencies within each group. This was done to ensure representation of each groups' opinion. The groups were government ministries/institutions, local government areas, public sector operators, private sector operators, civil society organizations, training and research institutions, and donors and international organizations.

The instruments designed and used for collecting the required information are the following:

1. Data Needs Assessment: current and future items Required (Annex 1)
2. Statistical Capacity Assessments (Annex 11)
3. Schedule for focus group Discussions (Annex I11)

1.2.4 Workshops

At the end of the consultations, a Statistical Master Plan was produced for each of the six pilot states. These reports now formed the working documents for Four Zonal stakeholder' workshops held in Kaduna, Jos, Owerri and Akure. Each workshop assessed the SSMP presented to it and made recommendations on the main ingredients of the Generic State Statistical Master Plan (GSSMP).

Chapter Two

Current Status of the State Statistical System

In order to give the topic better understanding, let us answer the question, what is a system? Firstly, a system is a group of things, pieces of equipment, etc that are connected or work together.

The above definition will make the understanding of the constituents and characteristics of a statistical system.

2.1 What is a State Statistical System?

A statistical system is therefore a chain of:

1 Data Producers
2 Data Users,
3 Data Suppliers and
4 Capacity Building/Training Institutions working together to provide robust, timely and usable statistics.

2.1.1: Data Producers and Their Roles

Who are data producers?

Statistics Production and Compilation is in concurrent legislative list of the Nigerian Constitution. This means that data production is decentralized. Federal Government agencies produce while state and local government agencies also produce and compile statistics.

In the states, the following producers are identified namely:

(1) The State Statistical Office;
(2) Planning, Research and Statistics Departments in the State Ministries, and parastatals/agencies,
(3) PRSDs at the Local Governments

The structure and functions of each of these components are discussed below:

Roles of Data Producers

The role of data producers is to ensure that there is a continuous flow of high quality and accessible statistical data and information over an extended range of economic and social subject matter required by users for a host of purposes. Statistical data and information are of high quality if they are relevant, comprehensive, accurate, and consistent in time and space, disaggregated by main domains (e.g. gender, vulnerable groups, etc), timely and accessible.

2.1.2: Data Users and Their Roles

Who are data users?

Data users are the clientele of data production systems. They demand and utilize statistical products and services. It is important to mention that users are the most important component of the SSS. Statistical data and information are produced because users are there to demand and use them. Indeed, there cannot be a sustainable SSS without good

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users of state statistics. In a sense, therefore, the SSS will be sustained to the extent that it is user-focused and demand-driven.

Data users are diverse and their number is large and ever increasing. The main user, however, have been identified in the state as follows:

1. Policy and decision makers in government ministries and institutions, and quasi-governmental bodies,
2. Politicians (e.g. Members of State House of Assembly),
3. Local Government Authorities,
4. Researchers and academicians,
5. Students,
6. NGOs
7. Private Sector Organizations,
8. The donor community,
9. International Organizations,
10. The media,
11. The general public.

Statistical data and information are used for variety of purposes as can be seen below;

i) **Governments**

The Governments and their ministries are the major users of statistical data and information in any country. They use them for planning, administration, monitoring, governance and accountability. In particular they use the statistical data and information to:

a) Assess policy and programme options aimed at improving the well being of the population e.g., building roads, providing clean water, building schools, providing relief in case of disaster, etc;
b) Monitor implementation of development activities and to measure their impact;
c) For governance and administration such as deciding on grants to give to different administrative units, demarcating constituencies for electoral purposes, etc.
d) Identify vulnerable groups in society (e.g. the poor, aged, children and socially disadvantaged) for whom it designs special programmes usually multi-sectoral in nature e.g. SEEDS,
e) Demonstrate progress against development targets and also to plan and monitor the implementation and success of policies developed to achieve the targets.

ii) **Private Sector**

Economic agents (business enterprises, associations, trade unions, etc) use data to access opportunities, prepare feasibility studies, risks and prospects. They also use data to plan, make decisions, monitor, evaluate and report on business activities. For instance, traders use statistics to determine where to buy and sell products and to take critical investment decisions. The trader will want to know the prices of produce at the farm and the price of produce in the market before he decides to buy.

iii) **Non-Governmental Organizational (NGOs), and, Community-Based Organizations (CBOs)**

Non-Governmental Organizations (NGOs) are voluntary organizations that work for specific causes, mainly humanitarian in nature. They work with and among targeted communities e.g. rural poor, women, the disabled, children, the displaced, etc. Community Based Organizations (CBOs) are service organizations that provide social services at the local (community) level. Both NGOs and CBOs need and use a lot of population and other statistics to plan, implement, monitor, and evaluate their activities. They also use statistics to report back to their headquarters.

iv) **Donors and International Organizations**

There are many donors (bilateral and multilateral) assisting Government with its development programmes. The donor community uses statistics a great deal to assess requirements for assistance and/or participation in development initiatives and to evaluate the effectiveness of the assistance given e.g. on reduction of poverty. They also use statistics to report back to their headquarters.

v) **The Press**

The press uses statistics to inform, analyze and report on various issues.

vi) **The General Public**

Members of the general public use statistics for a variety of purposes including public debate, making individual decisions and assessing the performance of government.

Roles of Data Users:

Data users have a major role to play in the State Statistical System (SSS) including advancing a "*common understanding of the policy issues and related data requirements, setting data priorities, classifying the objectives for data collection and agreeing on the best methods for collecting data*". In essence, data users are expected to play upstream roles in the development of SSS.

2.1.3 Data Suppliers and Their Roles

One component of the SSS that is usually not mentioned much but which nonetheless is very important is the component of data suppliers. Data suppliers mainly include:

1) Households
2) Individuals and groups within specified organizations.
3) Establishments/Institutions

The role of data suppliers is to cooperate with data collecting agencies in supplying accurate data and information when requested and in the form they are required.

2.1.4 Research and Training Institutions and Their Roles

Researchers

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A lot of data collected by data producers are usually not analyzed in details. In order to add value to data and to do definitive and especially policy-related analysis, researchers, academicians, policy-analysts and specialists (e.g. poverty and gender analysts) bring their subject matter knowledge to bear on the process of data analysis. Essentially these intermediate data users turn into usable information.

Training Institutions

Training institutions use live data from the system for teaching and illustrating purposes. In addition, they have a major role to play in meeting training needs for the SSS. Training institutions also play the important role of developing and promoting appropriate data collection methodologies.

The main training institutions in Nigeria are:

1. The Federal School of Statistics
2. The Departments of Statistics in Nigerian Universities

WHAT SHOULD THE SSS ACHIEVE?

It is important that the SSS is effective. An effective SSS will:

1. Raise the profile of statistics and make them visible in government and society;
2. Advocate for statistics by making a general case for the importance and role of statistics in informing the process for governance, facilitating better decision-making and hence faster growth and more effective use of valuable resources for development and poverty reduction;
3. Promote a culture of evidence-based planning and decision-making;
4. Provide good quality statistics according to internally recognized quality dimensions of relevance, completeness, consistency, accuracy, timeless, disaggregatability;
5. Make the statistics readily accessible and usable by a whole range of data users;
6. Mobilize and properly use national and international resources for statistics;
7. Promote coordinated investment in developing statistical capacity; and
8. Create demand for statistics.

2.3 CHARACTERISTICS OF AN EFFECTIVE STATE STATISTICAL SYSTEM

State Statistical Systems face the following questions for relevance:

1. What is our mission?
2. How do we perform and can we do better?
3. How do we convince government that statistics are important and adequate resources are needed?

The questions have led to major reviews of Statistical Systems in many countries in recent past including U.K and India as well as Nigeria.

There are a number of internal standards against which the performance of Statistical Systems can be gauged. However, the overarching standards are codified in the Fundamental Principles of Official Statistics.

2.3.1 Fundamental Principles of Official Statistics:

The Fundamental Principles of Official Statistics were adopted by the United Nations Statistical Commission in 1994 and are now a universally agreed overarching framework for the mission of National Statistical Offices (NSOs) and indeed also for official statistics in any country. The principles which are presented in Annex V, give a set of fundamental values and principles, which NSOs and indeed other data producers should have in order for the public to have trust in official statistics they produce. These principles with which the SSS should be compliant with include:

1. **Independence** of the SSS in order to protect the credibility and integrity of official statistics,
2. **Relevance**, which refers to the appropriateness or comprehensiveness of statistical products,
3. **Credibility** which refers to the professionalism, transparency and ethical standards that help to create a brand name, and define independence and separation from pernicious political influence, and
4. **Respondent relations**, which cover suppliers, including private sector, and users of statistics, and involve selling the use of statistics to policy-makers and profiling statistical products to the public.

It is now recognized that integrity and credibility of data are better assured if:

1. Official statistics are free from political influence,
2. The SSS enjoys a high profile,
3. Best practices and highest professional standards are applied,
4. There is transparency of sources and methods,
5. There is a well-defined dissemination policy that provides for advance publication or release calendar and simultaneous release of data (principles of equal access to data).

2.3.2 Legal Framework

It is generally agreed internationally that a strong statistical legislation is a fundamental prerequisite for an effective statistical system. A strong legal base is also central to the protection of confidentiality and the assurance of impartiality and objectivity of official statistics. In very poor countries, the role of statistical legislation in the production and dissemination of official statistics is particularly critical. The legislation should at the minimum do the following:

a) List the functions of the statistical system, including the dissemination and publication of statistics as required for economic and social policy-making and to satisfy the essential requirements of domestic and internal users,
b) Provide the legal power to collect information,
c) Establish the professional independence of the statistical system from political intervention,
d) Ensure the confidentiality of information provided by individual entities, and
e) Provide the coordination of statistical activities.

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2.3.3 Shared Vision

An effective SSS should have a **vision** and **mission**. The vision will answer the question: what do we want the SSS to become or look like in, say 5 years from now, while the mission will answer the question: what is our business or purpose for existence? Both the vision and mission should be well-defined and clear statements that are shared among stakeholders in the system. The statements should inspire, supply energy, motivate and galvanize organizations in the SSS.

These statements should be well known to and lived by all staff in key stakeholder institutions in the state.

2.3.4 Strategic Direction

In addition to the vision and mission, a good SSS should have set strategic direction. It should have **strategic goals**, which define the overall accomplishments to be achieved over a defined time period. These objectives should be SMAT (Specific, Measurable, Achievable, Relevant and Time-bound). It should also have **strategies** or overall methods for achieving the strategic goals and milestones for achieving the goals. Associated with strategies is need for a comprehensive and unified framework assessing and meeting user needs; mechanisms for learning, a framework for mobilizing, harnessing and leveraging resources and energies; and a framework for creation of quality awareness and enhancement.

2.3.5 User Focused and Driven

It is important that a SSS is user/demand focused and driven i.e. established to meet both state information needs for monitoring state development in particular, poverty reduction and good governance and accountability.

A user/driven SSS requires, inter alia, that the system identifies: (a) who the main users are, (b) what data and information they require, (c) the form in which they require the data and information, (d) what they use the data and information for, and (e) data and information gaps, and effectively responds to fill the gaps.

While the system should also provide statistical information to meet State, National and International needs, statistical activities and programmes should not be donor-driven. They should be state-wise conceived owned and to the extent possible, state funded. The state government should appreciate that statistical development is sustained and see it as long-term process that require investment. That way, the system has prospects for sustainability.

2.3.6 Robust and Dynamic

A good SSS should be robust and dynamic so that it can meet main data needs of the state and invariable country, be able to assess current and future demand and be able to quickly respond to all the ever-changing user needs.

There are increasingly noticeable and discernible shift in the type of statistical data and information demanded in developing countries, a shift away from traditional statistics, to development-oriented statistics such as areas as:

1. Democratization
2. Governance
3. Human rights
4. Transparency and accountability

5. Gender issues
6. New development indicators (e.g. poverty, HIV/AIDS, etc).

2.3.7 Effective Leadership and Management

For the system to be more effective and better understood, it needs effective leadership. In particular, it needs a leadership that embodies and promotes professionalism and interests of the profession and articulates the vision and mission of the system.

A well-focused, resourced, robust and responsive State Statistical Office (SSO) is essential for providing the said leadership. The SSO needs to be able to advocate the use of statistics and the importance of the SSS to the development of the state. It needs to have an appropriate structure and culture to enable effective leadership and utilization of resources. The SSO must manage effective relationships with other system players and have both the technical statistical expertise and organizational systems and capability to perform its role.

2.3.8 Coordination, Collaboration, Networking, and Information Sharing.

An effective SSS should have well-established, formal and institutionalized arrangements for coordination and collaboration among key institutions in the system. These arrangements should be underpinned by an appropriate statistical legislation. There should also be a developed culture of networking and information sharing among stakeholders in the SSS.

Coordination, collaboration, networking and information sharing in the SSS are essential for:

a) Prevention of duplication of effort which often leads to inconsistent data and wasteful utilization of resources,
b) Achievement of synergy and cost-effectiveness in utilization of scarce resources,
c) Avoiding working at cross-purpose, non complimentary work and rivalry, and
d) Generally producing higher quality data

Different types of coordination and collaboration are desirable. These include:

Coordination/collaboration among data producers:

This includes both **horizontal and vertical coordination** among institutions aimed at ensuring that they cease to be individualistic but engage in complimentary work, with the SSO as a point of reference, and **technical coordination** aimed at ensuring that data from different institutions are mutually consistent or at the very least comparable. Technical coordination should also address issues related to harmonizing different data sources and combing quantitative data especially in poverty monitoring. Technical coordination is generally achieved through service-wide adoption of standardized concepts, definitions and classifications. It can also be achieved through a common training programme for data collectors and compliers.

Coordination/collaboration between data users and producers: This form of coordination aims to mainstream users in the system so that they can play proactive and up-stream roles in the development of statistics within the state. In order to ensure that data users are clearly identified and that their real needs are continuously assessed and synthesized, it is

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important that the mechanisms are established that will make it possible for continuous dialogue between them and data producers to take place.

Coordination/collaboration between producers and data suppliers: Data suppliers are under statutory obligation to supply needed data for statistical purposes. However, there is an increasing trend of non-response to statistical enquiries especially among establishments.

It is important that data producers should develop appropriate policies to guide relations with respondents. They need appreciate the burden placed on data suppliers" time to fill questionnaires and to do every thing possible to minimize this time. They also need to enhance suppliers' understanding of why needed data should be supplied and to re-assure them that the data they provide are for statistical purposes only and treated with strict confidence.

Coordination/Collaboration between producers and research and training institutions: This type of coordination is crucial to ensure that the SSS is supplied with trained statistical personnel and that more definitive analyses of statistical data can be done, leading to evidence-based policies and decisions. The coordination will also lead to improvements in the quality of data as a result of feedbacks from data analysts

2.3.9 Data Quality

There is broad consensus in the international statistical community that: (a) data quality enhances their credibility and usability and (b) data quality is a multi-dimensional concept that goes beyond the traditional view that equates quality with accuracy. The IMF has developed a Data Quality Assessment Framework (DQAF) that identifies five main dimensions of data quality. For each of these dimensions, DQAF identifies pointers that can be used to assess data quality. The quality dimensions are:

Integrity: encompassing the institutional foundations that are in place to ensure professionalism in statistical policies and practices, transparency, and ethical standards.

Methodological Soundness: covers the idea that the methodological basis for the production of statistics should be sound and that this can be attained by following international standards, guidelines and agreed practices.

Accuracy and reliability: relates to the notion that source data and compilation techniques must be sound if data are to meet users' needs. For most users, accuracy and reliability is the most sought out quality dimension.

Serviceability: this relates to the need to ensure that data are produced and disseminated in a timely fashion, with an appropriate periodicity, provides relevant information; are consistent internally and with other data sets; and follow a predictable revision policy. This dimension is also of great concern to users.

Accessibility: relates to the need to ensure that clear data and metadata (information about the data) are easily available, and assistance to users of data is adequate.

2.3.10 Data and Information Management and Flow

In an efficient SSS statistical data and information should be well managed, readily accessible and usable for generating knowledge about issues, and helping in decision

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making. In particular, there should be a smooth flow of data and information into the state decision-making and planning apparatus to support critical decision-making processes of government. Hence, different types of statistical data and information (both quantitative and qualitative) should be pooled into purposely-designed databases, databanks (data warehouses) properly analyzed (mined) and information disseminated to users.

Figure 2.1 below shows components of data linkages within the SSS. It can be seen from the figure that the starting point in data provision is assessment of information requirements of main users and especially policy and decision-makers. It is when these needs have been identified that a meaningful programme of data collection can be put in place. The figure also shows what it takes to get information to users. The data have to be reduced to usable information and this is done through a process of data analysis. The role of subject-matter experts and institutions (intermediate data users) with such experts in the processes of data analysis is crucial. Equally crucial is the need to appropriately package the information and disseminate it to main users.

2.4 EVOLUTION OF INSTITUTIONAL FRAMEWORK FOR DATA PRODUCTION

The institutional framework for data production in Nigeria has evolved since the colonial period from a simple unitary or centralized to more complex system covering all sectors of the economy and all levels of government, Federal, State and Local Government Areas. Here, we specifically trace the development of statistics from 1957 to date.

2.4.1 Development Stage (1957 -1988)

Development of statistics in Nigeria as a whole depends on what happened to statistics at the federal level. The legislative framework for the conduct of statistical activities in Nigeria was passed into law in 1957 with the Statistics Acts of 1957. The Act provided for:

a) taking of population census;
b) collecting, compiling, analyzing and publishing statistical information relating to the commercial, industrial, agricultural, mining, social, economic and general activities and conditions of the inhabitants of the Federation;
c) collaboration among departments of the Government of the Federation, the Religions and with local authorities, in the selection, compilation, analysis and publication of statistical records of administrations, and;
d) organizing a coordinated scheme of social and economic statistics relating to the Federation.

These provisions recognized and gave a backing to the decentralization of statistical production in the Federation. These envisage and encouraged the collaboration between the component parts of the Nigerian Statistical System and finally allowed the establishment and operation of a "common statistical service" for statistical personnel in Federal government service.

2.4.2 Reorganization and Consolidation (1988 to date)

Data production proliferated during this period both at the federal and at the State levels. With respect to the States, the changes in the political structure in 1976, 1989, 1993 and

1996 leading to 19, 21, 30 and 36 States respectively have correspondingly increased the number of Statistical Agencies.

Also, the re-organization of the Federal Civil service by decree 43 of 1988 further decentralized statistics by creating the Departments of Planning Research and Statistics (DPRSs) in all Ministries and agencies of government.

The third tier of government, the local government, although has its own constitutional responsibilities, has not developed any statistical capability. Data on/and at the local government level are however collected and published by both the Federal and State Statistical Agencies. The state however collected and publishes some Local Government statistics; the Local Government Annual Report.

2.5 SUMMARY DESCRIPTION OF MAIN DATA PRODUCERS

2.5.1 The State Statistical Office (SSO)

The SSO is the nodal State agency for planned development of the SSS in the state. Its mission statement, though in most cases not expressly stated, is "*To produce current, adequate and quality statistics for government and other users for planning, monitoring and plan implementation*".

a. **Structure**

The state statistical office is headed by a Director. The SSO is recognized on paper as a department in one of the Ministries in the state but in actual fact it is combined with Planning and Research to form a Department in the Ministry. However, each SSO is headed by a Director.

There are, on average 15 Ministries in each state and the SSO maintains its presence in each Ministry. In most cases the SSO also posts to Local governments.

b. **Finance**

Since the SSO is autonomous, its budget is embedded in the budget of the Economic Planning Commission to which it belongs. It therefore has no freedom of assess to its budgetary allocation.

c. **Infrastructure**

Adequate infrastructure is important in the agency's service delivery and here-under we briefly present the available infrastructure in the SSO.

Office

The Agency occupies 5 rooms in the State Planning Commission .The Director occupies one while the officers (16) occupy 4 rooms.

Transport

The agency has no assigned transport facility for official duties. There is the need for the provision of such facilities to ensure that data is produced as at when it should.

Statistical Infrastructure

Statistical infrastructure is necessary for statistical development and [illegible]. Such infrastructure could be social, economic, demographic or other.

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The SSO could prepare statistical frame for existing industries, schools, hospitals banks, departmental stores etc. These would be updated on annual basis indicating their physical location, contact addresses and other characteristics.

a. ICT Infrastructure

IT Equipment and Software

The SSO at the moment has only 3 computers and a printer. There is no Statistical application Software in the agency.

1) **Internet Access and Website**

The Agency has no website neither is it hooked to the internet.

2) **Database**

Infrastructure is an important facility in which data sets are preserved over time. The database could be sectoral or otherwise. Databases are useful in creating consistencies in data production, access to previous datasets, and can be useful in comparison of datasets over time and even in modeling and forecasting.

b. Library

The SSO has no library a depository of relevant books, journals, reference materials, periodicals etc. Such an outfit is very important in efficient performance of a statistical system in the 21st century.

c. Dissemination Policy

The SSO has a dissemination policy. The few publications that form their channels of communication are published whenever fund is available. Such publications include:

i) Statistical Year Book
ii) Community Service Delivery Survey Report
iii) Enugu Metropolitan Building and House Units Census.

2.5.1 Legal Authority to Produce Statistics

The authority of the SSO to produce statistics was derived from 1957 Statistical Act which gave National Bureau of Statistics (NBS) formerly the Federation Office Statistics (FOS) the mandate to collect, process, and disseminate statistics about Nigeria. The document also spelt-out regional and by extension state responsibilities in respect of censuses and surveys. In effect the SSO has an enabling Edict empowering it to collect statistics.

i) **Statutory Functions**

The SSO has the statutory responsibility for providing statistical advice to the government of the State in particular, and to other enquirers (users) in general with a view to enhancing policy formulation, implementation and monitoring as well as facilitating decision-making at all levels of government operations. This is met through periodic release of its statistical publications, meeting specific users' needs and exchange of correspondences.

ii) **Organizational Structure**

The SSO is a department in the State Planning Commission with a defined organizational structure It co-ordinates Statistical operations in the Planning

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Research and statistics departments in ministries and non-ministerial establishments. It also holds periodic meeting with the National Bureau of Statistics Zonal Office Enugu and Directors of Planning Research and Statistics Departments (PRSDs) for collaborative Statistical activities.

2.5.3 Line Ministries

a) Authority to Compile Statistics

In recognition of the responsibilities for collecting and compiling administrative statistics in different sectors, the Civil Service Reforms Decree 43 of 1988 established a Department of Planning, Research and Statistics (DPRS) in each ministry/extra-ministerial departments. The CSRD created a structure of at most eight departments in each ministry. Three of these were mandatory. These are: (1) Personnel Management, (ii) Finance and Supplies and (iii) Planning, Research and Statistics. The others, which should not exceed five, were called operational departments and were to appropriately designated by each ministry.

It is within the Planning, Research and Statistics Department that the Statistics Branch under Research and Statistics Division was located. The conceptualization of this aspect of the Decree was that every establishment needed information and statistics to carry out its statutory functions. Some of these statistics reside within the ambit of the ministries but owing to lack of statistical infrastructures it has not been possible to provide these basic information. On the other hand, data about the sector could also be generated by appropriate Parastatals, etc.

b) Functions of the Statistics Branch

The Decree 43 of 1988 broadly delineates the Statistics Branch into sections each. These are:

i) The internal Statistics Section which should collect statistics in respect of the ministry itself on issues such as personnel, finance, physical resources, operations, output, etc;

ii) The Sectoral Statistics Section which should routinely collect and process data relating to the sector of the society or areas of concern over which the ministry has jurisdiction.

The application of these broad principles to specific ministries/extra-ministerial departments requires some professionalism and direction. Most of those reported upon did not specify what their functions were despite the broad provisions of the CRSD 43 of 1988. The SSO however, posts staff some of the ministries for data collection.

c) Staffing

Generally, the Statistics Branches of the DPRSs are understaffed. Those on the ground i.e. Ministry staff attached to Statistics branches are not well trained and well qualified. In some Ministries, the heads of the DPRSs as well as the Deputy Directors (Research and Statistics) are generally not professional Statisticians. Only a few can either [illegible] to be Planners or Researchers.

2.5.4 Local Government

There is a department of Planning, Research and Statistics at the Ministry Local Government Affairs. The department at the moment is yet to be empowered to produce Local Government Statistics.

At the Local Governments themselves, adequate provision is not made constitutionally to attract qualified, staff. As at present any statistical staff in the LG can only hope to rise up to grade level 07. Therefore no professional can ever hope to get into LG statistics. We can as well say that Local Government Statistics Office is not existent.

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Chapter Three

Assessment of System Strengths, Weaknesses, Opportunities and Threats

3.1 Introduction

A Strength, Weakness, Opportunities and Threats (SWOT) analysis is a diagnostic tool for assessing an organization, and its environment.

We carried out a SWOT analysis on the SSOs to:

a) identify and evaluate controllable activities in functional areas among stakeholder agencies in which the SSOs performed well (strengths) or poorly (weaknesses) with a view to building on the system's strengths and eliminating weaknesses, and

b) identify and evaluate trends and events which are exogenous to the system and which cannot be controlled for example economic, environment, political, technological trend etc (opportunity) or harm (threats) the system with a view to taking advantage of opportunities and reducing the effect of threats.

Table 3.2 summarizes the result of the SWOT analysis carried out on the SSOs.

3.2 STRENGTHS

The following are the identified strengths:

3.2.1 Recognition that the SSS is Weak and Needs Reform

All the stakeholders interviewed all agreed that the system is weak and needs some reform. The system is unable to meet the statistical needs of users in the state in quality and as at when needed. The timing of the reform is therefore welcomed by all and considered both appropriate and timely. They believed it will help in no small measure to fast-forward the effort of the SSO to improve statistical development in the state.

3.2.2 Recognition among Stakeholders of the pivotal Coordinating Role of the SSO.

There is the understanding and agreement among stakeholders that the SSO is the analogue of the National Bureau of Statistics at the State level. Thus, just as the National Bureau of Statistics coordinates statistical production and sets standards for data production at the State level. There is therefore general support among stakeholders that the profile of the SSO be raised in line with what obtains in the Federal system by making the SSO an autonomous agency reporting directly to the Governor.

3.2.3 Willingness to Collaborate

All the directors of PRSDs in the various ministries in the state co-operate with the Director of the State Statistical Office (SSO) in all data production. This willingness to co-operate in data production helps to eliminate unnecessary duplication, rivalry and production of contrasting data on the same subject matter.

3.2.4 Existence of Training Institutions

Every State is blessed with a number of tertiary institutions so these institutions are available to produce the required statistical manpower. These higher institutions teach

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statistics. However, these institutions can be complemented with the programmes run by the National Bureau of Statistics training schools and other universities across the country.

3.3 WEAKNESS

The SSS has a number of weaknesses that have compromised its effectiveness. These weaknesses are as follows:

3.3.1 Lack of Statistical culture

Lack of Statistical Culture is one of the main weaknesses of the State Sta tic l System. Most Nigerians hardly feel that they require statistics in virtually every ng hey do in their everyday living let alone apply it in their businesses whether public pr ate. This lack of statistical culture seriously affects the attitude of many Nige ns o record keeping, the way they respond to statistical enquiry and their willingn ss o support statistical production inside and outside of government

3.3.2 Inadequate Statistical Advocacy

The major weakness of the State Statistical System is its ability to conduct extensive Statistical Advocacy.

This will involve:

1. Promoting wide use of statistics in society
2. Making the general case for the importance and role of statistics in informing the processes of government, facilitating better decision-making and more effective use of valuable resources for development and poverty reduction initiatives.
3. Promoting use of statistics in macro-economic management and especially in ensuring economic stability and growth.
4. Promoting use of statistical data for decision-making at sectoral level through presentation of how decision-making at sectoral levels can be carried out by policy makers using available data and
5. Promoting co-ordinated investment in developing statistical capacity.

3.3.3 Non-Existence of a Statistics Edict

Although each SSO is relying on the 1957 Statistics Act which gave the then Federal Office of Statistics (now the National Bureau of Statistics) and the Regional Statistics Offices authority to collect, process and disseminate statistics, there is no Edict or Act specifically empowering it to do so.

Furthermore, each SSO is an integral part of one state creation or the other without defined role or structure. The 1957 Statistical Act which the SSO relies on does not make provision for funding of statistical activities.

1. The Act does not sufficiently empower the SSO to deal with refusals to provide statistics by institutions, establishments and individuals;
2. The Act does not provide for formal independence of the SSO against political interference in either data collection or dissemination. This implies that prior to dissemination every data produced by the SSO must be cleared with the political bosses.

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3.3.4 Inadequate of Financial Resources and Sustainability

Like other States of the Federation, the State Government rarely invests in statistical activities. Thus, because of the inadequate funding of statistical activities, only administrative data gathering is carried out in the State (usually through personal sacrifices of staff) because of the relative lower cost involved. No attempt is made to conduct sectoral surveys and censuses. Those Ministries who do, do so without clearance of the instruments by NBS. This is not good enough for Statistical development and the growth of the SSS

3.3.5 Shortage of human Resource in the SSO.

The SSO is not adequately staffed for effective operation. Its staff distribution is given in table [illegible] below:

Table [illegible]0: Human Resources in the SSO

	Qualification	Number in Post By Year 2006
Statistical Staff	University BSc and Above	22
	Polytechnics(OND & Above)	8
	Others: School Certificate	24
Data Processing	University Graduate	2
	OND/HND Holders	4
	Others; School Certificate	-
		60

The above Staff distribution gives the impression that the SSO is grossly not well staffed. The distribution includes the statistical staff deployed in the Planning, Research and Statistical Departments of Ministries Departments and Agencies (MDAs) in the State. For the effective performance of the SSO, it requires injection of more statisticians and other experienced staff who are equally computer literate and functional.

3.3.6 IT Application

The IT situation in the SSO is very poor. There is only one functional Pentium iv computer and one Hp printer (LaserJet 6L) in the SSO. The SSO is therefore not in position to utilize the benefits of computer in data analysis. Thus computer usage has not been integrated into businesses of the SSO. Since IT is not yet integrated into the day to day operations of the SSO, it is novel talking about database, local area network, wider-area network in data sharing or even the internet.

3.3.7 Inadequate Data Management, Analysis and Dissemination

The SSO tries to publish its yearbook regularly but are cemetery of numbers, statistical tables and no primary analysis and reports based on these tables for general use.

Furthermore, there are no analysis done to meet specific needs, [illegible]d perspectives of well-targeted users to create impact. Such analysis is [illegible] illuminate development issues, inform policy design and programme [illegible] form a basis for advocacy.

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3.3.8 Inadequacy of Main Statistical Outputs and Data Dissemination to Users

a) Inadequacy of Main Statistical Outputs.

The main weakness of the SSS statistical output is lack of timeliness. Although the agency has managed to process back log of data accumulated over the years, the regularity and timeliness of the publication is highly dependent on sustained funding of statistical activities in the state.

b) Level of Data Disaggregation

A major concern of data users is that the available data are not sufficiently disaggregated. Some data will need to be disaggregated to the smallest unit at which the data will be useful in developmental work and still maintain confidentiality clause. Example, data could be disaggregated by State, Local Government Area, Community, Household, Gender and other Socio Economic groupings as may be appropriate for bottom-up planning, targeted interventions and monitoring.

c) Data Dissemination

The SSO has no well-defined data dissemination policy. Data are published as at when money is made available. A dissemination policy would provide for advance publication or a release calendar. Simultaneous release of data to all stakeholders underpins the principle of equal access to data consistent with the fundamental principles of official statistics.

The spirit of the policy would be two fold, namely to make statistical data and information liberally and readily accessible as a "public good" and in a timely manner, and to promote use of existing data. Users will always expect the data release from the agency as at when due

3.3.9 Lack of Field Infrastructure

The SSO does not possess adequate field infrastructure for survey implementation.

3.4 Opportunities

A number of opportunities for the development of statistics in the country and Enugu State in particular have been identified.

3.4.1 Increased Government Commitment

The Federal Government regards the improvement in statistics at the national, state and local government levels as one of the national priorities. These commitments can be seen in the enactment of the 1957 Statistical Act, its review in 1958 and the promulgation of Decree 43 of 1988 which set up Planning, Research and Statistics Departments in the Federal and State Ministries for the production of official and sectoral statistics in the country.

The State has demonstrated its interest by implanting decree 43 of 1988 and supporting the National Consultative Committee on Statistics (NCCS).

Through Law No.3 of 1993, Anambra State Government demonstrated its commitment to data generation and use in its development through creating within its Planning Commission a Data Management Development among 5 other departments, and absorbing

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all the staff of the Departments of Planning Research Statistics in the various Ministries Departments and Agencies among others:
(i) Build up reliable information and database on various sectors of the State's economy;
(ii) Conduct research into various aspects of the State's public policies are ensure that the implications and results of the funding in such researches and geared towards the enhancement of the State economic, social, technological and security capabilities and management;
(iii) Conduct Statistical Surveys, collect, analyse and publish statistics in all aspect of the State economy and serve as the State Statistical Agency.

3.4.2 Increased Demand for Data and Information for Informing Government Programmes

In the past, especially during the era of military regimes, statistical development and use of statistics in planning and governance dwindled. There was less transparency in governance so the use of statistics by successive military regimes was reduced to the barest minimum.

With the return democracy in 1999, more economic activities returned, more investors local and foreign emerged, multinational institutions, and development agencies all seek for one information or the other from the SSOs. Coupled with the need for the SSO to provide the needed data and information for the design and monitoring of the State Economic Empowerment and Development Strategy (SEEDS) and monitoring Millennium Development Goals (MDGs) at the state level.

3.4.3 Opportunities to the Share Experience and Facilities with NBS and Sister Agencies in the Country

The National Bureau of Statistics (NBS) has a depository of experienced statistical staff from whom the SSO can tap knowledge from. NBS collects, process, analyzes, and publishes data on prices including price indices, data on manufacturing etc.

3.5 THREATS (RISKS)

The identified threats to the development of statistics in the state include:

3.5.1 Political Interference

Political inference can badly affect the credibility and integrity of official statistics. It is noted that official statistics that tend to portray government in a bad light or fails to support government view will not be allowed to be published.
Statistics therefore needs to be independent of the political processes and people need to have confidence in them.

3.5.2 Limited Government Commitment

One of the biggest threats to statistical development in the state is the failure by government to provide adequate funding for data production.

3.5.3 Lack of Commitment to Co-ordination, Collaboration, Networking and Information Sharing

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The tendency for agencies to remain secluded from others is a major threat to statistical development in the State. The SSO has not appropriated the full potentials to statistical development offered by the Statistical System through Networking, Co-ordination, Collaboration and Information sharing. The SSO hardly attends the meetings of the National Consultative Committee on Statistics (NCCS), which is a forum for statistics production, co-ordination and methodology, standardization among producers in the Country. The staff are equally not encouraged to attend annual conferences of the Nigerian Statistical Association where they can share experiences and deepen their knowledge of the profession.

Table 3.1 Summary of SWOT Analysis for the State Statistical Office (SSO)

STRENGTHS	WEAKNESSES
1. Recognition by stakeholders of weaknesses in the system and a need for reform 2. Willingness on part of key stakeholders (e.g. PRSDS) to collaborate 3. Existence of research and training institutions both for professional and sub-professional statistical personnel 4. Existence of competencies in the SSO for collection and management of some statistics 5. Quality awareness 6. Willingness of SSO staff to learn through collaboration and networking.	1. Lack of statistical culture 2. Inadequate statistical advocacy 3. Outdated and rather limited Statistics Act 4. Insufficient coordination and feedback mechanisms 5. Inadequacy of financial resources and sustainability 6. General poor IT application among the agencies in the SSS 7. Insufficiently analysed data to illuminate policy issues and less than satisfactory data dissemination 8. Poor quality data which are often insufficiently disaggregated and not easily accessible. 9. Serious gaps in statistical methodologies and data series. 10. Inadequate coordination of statistical capability building and data collection efforts. 11. Lack of timeliness in data release 12. Lack of field infrastructure.
OPPORTUNITIES	**THREATS**
1. Government commitment to development of statistics 2. General interest in statistics for monitoring among development partners (i) Increased demand for data and information for Government programmes. (ii) Increased demand fo r data and	1. Political Interference 2. limited Government commitment

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information on non -traditional areas-governance, gender, poverty, HIV/AIDS, etc. 3. Possibilities to share experiences in statistical operations in the country. 4. Willingness of International agencies to partner with State Governments in developing statistics at the sub-national level. 5. International frameworks and guidelines (e.g. Fundamental Principles of Official Statistics)	3. Lack of commitment to coordination, collaboration, networking and information sharing.

3.6 VIEWS OF USERS

The agency involved in data production and management in the state has not been carrying out surveys to:

a) establish public awareness about and familiarity with the agency,

b) establish user satisfaction with products and services offered by the agency,

c) determine user demand. To that extent, they are not fully aware about user perception about them and their products and services.

During consultation with data users, their perceptions about agency and the data they collected were sought. They include the following:

3.6.1 General Perception

The general perception of frequent users is that statistics is an important resources which should be harnessed for the state development. The SSO is perceived to have a major role to play in this process. It is, therefore, roundly perceived as worthy of time, support and investment by government.

However, this potential is not seen to be fully exploited because resources and support from Government are not seen to commensurate with the tasks it is expected to undertake. This is particularly critical because while demand for data has increased phenomenally especially in recent past, the rate of increase in resources for data has been modest

3.6.2 Professional Independence

Many users would like the SSO to exercise a lot of professional independence in order to enhance the integrity, impartiality and credibility of official statistics. There is a widely held view that SSO will perform its functions better if it removed out of the Civil Service and the control of any Ministry or State Planning Commission and made an autonomous government statistical agency with a high profile in society and reporting to the State Governor.

3.6.3 Data Quality

Most users concerned about lack of timeliness in existing data as well as data gaps in a number of series. They say that lack of up-to-date data from different agen[illegible] hindering their ability to programme, plan, monitor and report. There has [illegible] tendency of some data users to actually mount their own data collections to fill [illegible]

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3.6.4 Sectoral Data

There is a perception that the SSO should expand its activities to include sectoral data production, perform further analysis and quality comments on the published administrative statistics to inform and guide specific users. These are necessary and because they are lacking in the SSO, their absence is perceived as major weakness of the SSO.

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Part Two

Statistical Master Plan.

Chapter Four

Outline of the Statistical Master Plan

4.1 LONG TERM VISION

The long-term vision for the State Statistical System is one of a proactive, coordinated, well-managed and resourced system capable of meeting statistical data and information needs of the state towards sustainability development of the state and poverty reduction of the inhabitants.

4.2 MISSION

The mission of the State Statistical System will be to:

a) raise public awareness about the importance and role of statistical information to society,

b) collect, process, analyze and disseminate quality statistical data and information in a coordinated and timely manner,

c) promote the use of best practice and international standards in statistical production, management and dissemination,

d) promote the use of statistical data and information at individual, Local Government Area, State, institutional and national level, especially for evidence-based policy design and decision-making, and

e) build sustainable capacity for the production and use of statistical data and information in the state.

4.3 CORE VALUES

The following core values shall guide the conduct and behaviour of staff and decision-making as well as inspire and galvanize individual efforts towards improved performance of the State Statistical System:

a) **Demand for and Supply of Good Official Statistics**: All activities of the SSS shall aim at generating demand for and supply of good quality official statistics.

b) **Credibility and Integrity of Official Statistics**: To create and maintain public trust in official statistics by fully exercising professional independence and by proactively promoting professionalism and transparency in data production and dissemination.

4.4 STRATEGY, STRATEGIC MANAGEMENT AND STRATEGIC OUTCOMES

4.4.1 Strategy

A strategy is a means by which long-term objectives of an organization are achieved. It is a declaration of intent, defining where the organization wants to be in the long-term, and ensures that day-to-day decisions fit in with long-term interests of the organization. The Master Plan aims to create a strategy-focused State Statistical Agency.

4.4.2 Strategic Management

The strategic management process which is an objective, logical and systematic approach for making major decisions in an organization will be used to enhance performance of statistical agencies in the State Statistical System.

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Strategic management has the advantage that it allows organizations to be more proactive than reactive in shaping their future (initiate and influence rather than just respond); allows for identification, prioritization and exploitation of opportunities; provides objective view of management problems; facilitates better communication in the organization (communication is key to successful strategic management); presents a framework for improved coordination and control of activities; allows major decisions to better support established goals and objectives; leads to empowerment of employees which in turn leads to a sense of ownership, more commitment, creativity, imagination, innovation and productivity (ownership of strategies is key to success); helps to integrate the behaviour of individuals into total effort; provides a basis for the clarification of individual responsibilities; provides a cooperative, integrated and enthusiastic approach to tackling problems and opportunities; enhances awareness of external threats; is the beginning of efficient and effectual managerial system; helps to view change as an opportunity rather than a threat; and encourages forward thinking.

4.4.3 Strategic Outcomes

The plan aims to achieve three main strategic outcomes that are essential for the realization of the vision and mission of the State Statistical System. These are:

User Satisfaction

Meeting user needs is the raison d'etre for the existence of a State Statistical System. It is, therefore, important that one strategic outcomes of the Plan should be user satisfaction.

Effective Processes

One of the expected strategic outcomes of the Plan is an effective process value chain that starts with innovation processes identifying current and future user needs and developing solutions to meet these needs proceed through operations process delivering quality value-added statistical products and services to users.

Staff satisfaction: Staff are the important resource in any system. They will not contribute to organizational success if they are not satisfied i.e. if the organizational climate is not motivating, skilling, empowering or conducive for taking personal initiatives. Staff satisfaction is, therefore, an important strategic outcome of the plan.

This chapter and the next present the strategic management process planned for the State Statistical System, cascading from vision to core values to strategy and to strategic outcomes as can be seen in the following figure.

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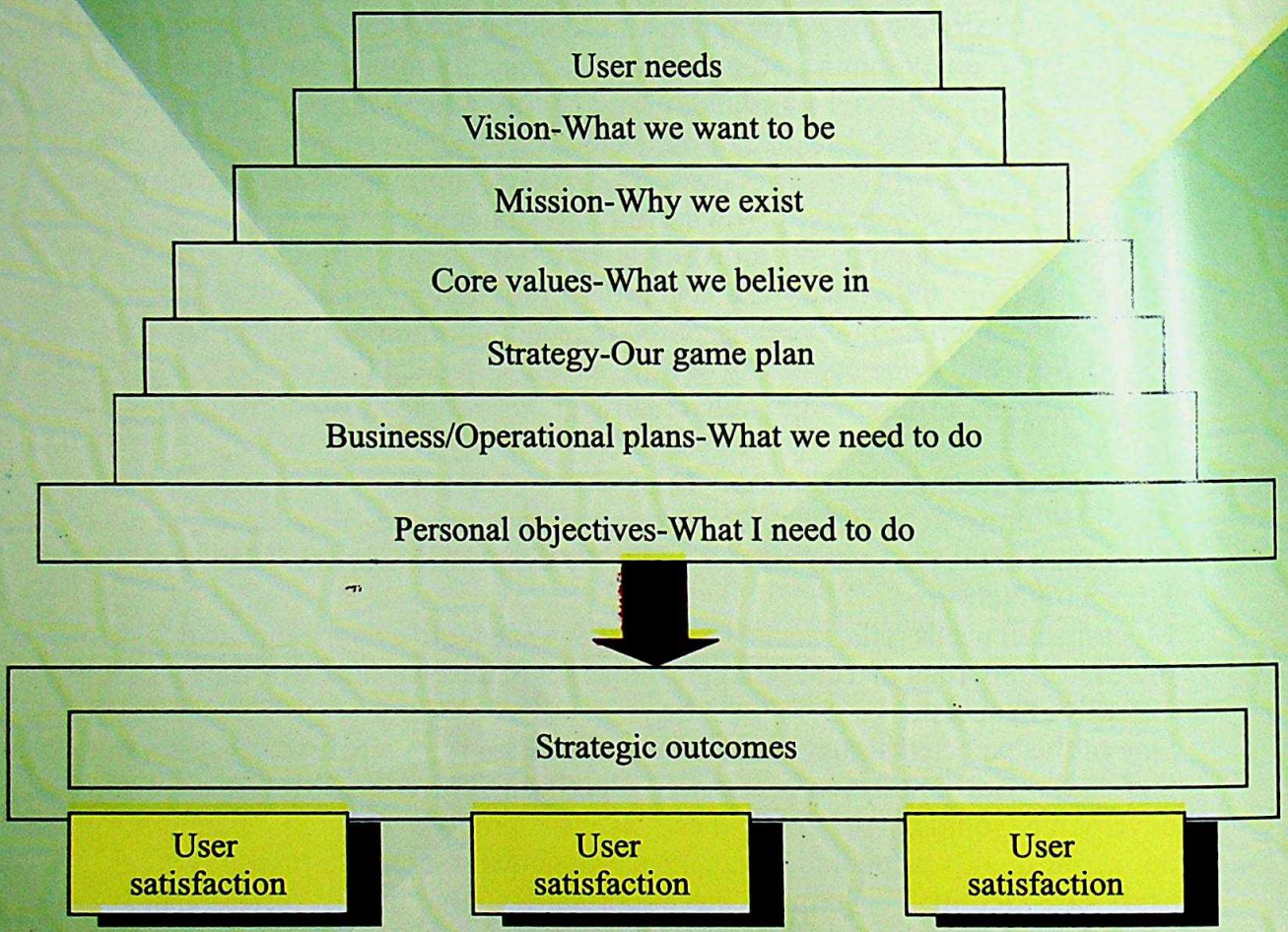
Figure 4.1 Strategic management processes that translates the vision and mission of the organization into desired strategic outcomes.



4.4.4 Strategic Themes Goals.

The following are the strategic themes and goals or overall accomplishment s to be achieved by the plan in order to realize the above vision and mission for the State Statistical System:

Strategic themes 1: Organizational Development.
Strategic Goals:

1 Greater awareness about the importance of statistics to society
2 Higher profile and positioning of statistics
3 Greater use of statistics especially for evidence-based policy design and decision-making
4 Congenial legal framework
5. Coordination, collaboration, networking and information sharing
6. Institutional development

Strategic Theme 2: Human Resources Development
Strategic goals

7. Strategic skills development
8. Staff motivation

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Strategic Theme 3: Data Development
Strategic Goals
9. Enhanced data quality
10. Censuses and surveys
11. Administrative data

Strategic Theme 4: Data Management, Dissemination and Access
Strategic Goals
12. Clearing backlog of unprocessed and unreported data
13. Data analysis and reporting
14. Dissemination and access

Strategic Theme 5: Infrastructure and Equipment
Strategic Goals
15. Separate Accommodation for the Agency
16. Transport
17. Stand-by generators
18. IT infrastructure
19. Management Systems
20. Survey Infrastructure

4.5 ORGANIZATIONAL DEVELOPMENT

4.5.1 Create Greater Statistical Awareness

The SSMP will aim to achieve an appreciable level of statistical numeracy in society, viz. having a feel for number, an appreciation levels of accuracy, the making of sensible estimates, a common sense approach to the use of data in supporting an argument, the awareness of the variety of interpretations of figures, and a judicious understanding of widely used concepts such as means and percentages. This will be done at both State and Local Government levels through:

- General statistical awareness programmes on an ongoing basis,
- Promoting and demonstrating the use of statistics,
- Making statistics understandable and readily available to users.

The media radio, TV, newspapers will play vital role in this process. As part of African Statistical Day celebrations, the State Statistical Agency should produce jingles and handbills, which should be disseminated widely within the week of the celebration.

The jingles and handbills are aimed at creating statistical awareness among the inhabitants of the State.

Before now, it is only the NBS that organizes a workshop on this occasion. Effort should be made by SSO to carry out limited activities within its sphere of influence to awaken the interest of people in statistics. The NBS user-producer workshop should be the culmination of the celebration for all the component parts of NSS.

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4.5.2 Higher Profile and Positioning of Statistics

A number of things could be done to raise the profile and position of statistics in government and the public including giving statistics more attention, building statistics into major Government programmes and investing more in statistical development.

All the Governments of the Federation have committed themselves to restructuring their respective economies through the adoption of NEEDS (Federal) and SEEDS State). To do this efficiently, they must have a basis of sound statistical information to assist them in formulating their policies. Governments which do not have well developed statistical organizations are severely handicapped.... in all field, both national and international, the work of the statistician is fundamental for comprehending the numerical perspectives for indicating the significance of parts in relation to the whole and substituting realistic data for wishful thinking, biased claims and political oratory " (UN Publication, Organisation of National Statistical Services: A Review of Major Issues). It is therefore imperative that the profile of statistics must be raised in the states as it has been raised at the Federal level.

The profile of statistics could be raised by building statistics into major state development programmes not only to facilitate the monitoring progress but also to achieve the progress.

Another way to raise the profile of statistics is to make state statistical agency an autonomous, modern, efficient and well-resourced State Bureau of Statistics (e.g. Anambra State Bureau of Statistics (ANSBS) reporting directly to the Governor, capable of hiring and retaining top professionals to meet user needs. A proposed Statistics Edict outlined Annex x) provides for the establishment of this type of Agency. The Agency will have a well-established corporate image and an effective public presence that is seen as a trademark of the quality and credibility of official statistics.

4.5.3 Greater Use of Statistics Especially For Evidence-Based Policy Design and Decision-Making

The power of statistics to inform the process of government (e.g. democracy, accountability and good governance), facilitate better decision-making and hence faster growth and more effective use of valuable resources for development and poverty reduction will be demonstrated. It is expected that when this done, it will lead to grater use of statistics in monitoring state development; in supporting private sector investment; in the promotion of effective and efficient markets; in targeting interventions by government and the NGO sector; and in public debate on policy issues.

During the Plan period, targeted workshops, seminar, etc will be held mainly for policy and decision makers in the first instance empower them to appreciate the importance of statistical information in their work and secondly, to be able to make the best use possible of available statistical information.

4.5.4 Congenial Legal Framework

The development of an efficient State Statistical System requires that the general policy of government with regard to the key statistical activities collection, compilation, dissemination, interpretation of statistical information for all statistics - producing agencies should be embodied in a statistical legislation.

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No state has statistics edict as at now and to strengthen the institutional and regulatory framework of the SBS, and to enhance the effectiveness of SSS, a draft Statistics Edict is proposed. The proposed Statistics Edict will underpin and support statistical operations by providing for:

i) the definition of the State Statistical System,
ii) more effective coordination of the SSS,
iii) transforming the SSO into an autonomous government agency to be called the State Bureau of Statistics (SBS) and defining its functions, including coordination of the SSS. This is consistent with the restructuring of the National Statistical System and the FOS in particular.
iv) establishing a Board of Directors (the Board) with a Chairperson and ten other members as the governing body of the Bureau,
v) establishing the post of State Statistician General (SSG)

The proposed Edict also provides for: (i) establishment of a State Consultative Committee on Statistics (SCCS) to coordinate data users and producers, (ii) powers to collect data, (iii) promoting professional independence and probity in the production of official statistics with regard to "*the way facts are assembled into statistics, or in the method and timing of their release to the public*"[21], (iv) rules for compliance and statistical confidentiality to ensure that individual records are not accessed by unauthorized individuals and in particular, that they cannot be shared with political authorities or regulatory and tax agencies, (v) data dissemination, (vi) funding of the Agency, and (vii) transition arrangements from SSO to SBS. The proposed Statistics Edict is given in Annex X.

4.5.5 Coordination/Collaboration/Networking and Information Sharing

The SSS just as NSS is decentralized with many data producers and users. Coordination, collaboration, networking and sharing are essential for the system to operate efficiently. Mechanisms for better coordination vertically, horizontally and technically and greater system wide effectiveness include the following:

a) Board of Directors of SBS

The proposed Statistics Edict provides for the creation of an autonomous agency, the State Bureau of Statistical (SBS) with a Statistician General as the Chief Executive and Board of Directors as the governing body for the Bureau. This Board will represent a wide range of stakeholders data producers and data users in government, private sector, civil society and research and training institutions. Among other things, the Board will be tasked to set policies for more effective coordination of the SSS. More details about the Board are given below.

b) State Consultative Committee on Statistics (SCCS)

The proposed Statistical Edict provides for the establishment of a State Consultative Committee on Statistics (SCCS) to operationalize Board policies and broad guidelines on coordination, collaboration, networking and information sharing. This will be an operational user-producer forum to be chaired by the State Statistician-General.

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The functions of the Committee will include:

i) examining the statistical programmes of the various producers annually (at an appropriate period during the annual budget process) in order to achieve greater coordination and avoid unnecessary duplication of efforts, and evolve a state statistical programme for the approval of the Board of Directors of SBS;

ii) reviewing and advising on conditions of service of statistical personnel;

iii) examining from time to time the Statistics Edict and recommend to the Board any necessary changes; and

iv) developing strategies in liaison with NBS, which will ensure uniform standards and methodology amongst the various producers with a view to improving on the quality, comparability and timeliness of their statistical output.

c) **Structure and Staff of the SBS**

The proposed structure of the SBS provides for effective coordination of SSS. The structure provides for a Plans and Coordination Division. The functions of this division will include, among other things, **horizontal coordination** among producers at State level; **vertical coordination** viz. coordination of data production at State, and Local Government levels; internal coordination of statistical work within the Bureau; and coordination of support from development partners.

The agency will be implementing a **Common Statistical Service** under which SBS will outpost professional statistical personnel to main line ministries to strengthen and sustain collection and management of administrative data.

d) **Compendium on Main Concepts, Definition, Norms and Classifications Used in the SSS**

The SBS will, adapt the Compendium of Main Concepts, Definitions, Norms and clarifications already prepared by the NBS as a coordinating tool in statistical production. This compendium will serve two min purposes namely:

i) to ensure that data from different sources are mutually consistent or at the very least comparable; and

ii) to help data users a consistent source of metadata.

The draft compendium will be discussed with stakeholders individually and severally in workshops to build consensus on its content. When it has been finalized, the SBS will take responsibility for its publication and promotion across the SSS.

e) **SSS Newsletter**

The SSS Newsletter will be produced every quarter as a means to report on the SSS activities and also as a forum for dialogue among stakeholders in the SSS. The Newsletter will have an Editorial Board comprising staff from different stakeholder institutions and with an office at SBS. Stakeholders will be encouraged to actively contribute to an exchange of ideas, by initiating stimulating discussions, and by sharing information about past and upcoming events and activities of interest to the statistical user and producer community.

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f) **Local Area Networks (LANs), Wide Area Networks (WANs), Intranets and Internet**

There will be increased IT application to improve information sharing and dissemination through Local Area Networks (LANs), Wide Area Networks (WANs), Intranets and the Internet (see sub0section 4.9.4).

4.5.6 State Bureau of Statistics (SBS)

A. **State Bureau of Statistics (SBS)**

i) **Structure**

An organizational structure can improve or hinder efficiency in an organization. The structure plays a crucial role in an organization. It defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy levels and value added, allocation of resources and determining skills requirements and affordability. The current structure of SSO is inappropriate and needs to change. In any case, a change in strategy often requires change in the organizational structures to make it support strategy. Accordingly, a new structure based on function has been proposed for the new agency, taking into account its expected role, status and challenges that lie ahead. The proposed structure of the Bureau is present in Figure 4.2 below.

i) **Board of Directors**

The proposed Statistics Edict provides for the establishment of a Board of Directors (the Board) as the governing body of the Bureau. The Board will be responsible for ensuring that Bureau fulfills its mission and that its profile is commensurate with its new role in state development. In particular, the Board will be responsible for:

- advice to the Government on the statistics policy, procedures, methods And regulations relating to the development of statistics,
- Formulating and monitoring the implementation of policies for more effective coordination of the State Statistical System in particular, and the SSS in general,
- monitoring the technical quality of official statistics and promoting adherence to good practice and international recommendations and standards, with a view to ensuring that the statistics are integrable to nation statistics,
- formulating and monitoring the implementation of policies pertaining to the organization and management of the Bureau,
- promoting and protecting the integrity of official statistics and the professional independence of the statistical bureau,
- appointing, promoting and disciplining senior staff of the Bureau except the State Statistician-General,
- setting guidelines for the recruitment, disciplining and promoting of junior staff,
- providing the Government with a Quarterly Progress Report on activities of the Bureau and the entire State Statistical System every quarter,
- reviewing the structure of the Bureau as necessary, and

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The proposed statistics Edict provides for the Board to have eleven (11)members ofequal representation appointed by the Governor on such terms as he/she shall determine. The members shall be appointed from among outstanding experts in statistics, information technology, economics and related fields, and who shall be at sufficiently high level in their respective organizations to commit the organizations.

The Board will comprise (beside the Chairman) the following members:

1. Hon. Commissioner in charge of Economic Matters.
2. The State Statistician-General of the Agency, who will also be th Secr tary of the board.
3. A representative of the ministry of Finance
4. A representative of the Nigerian Statistical Association (State Ch ter.
5. A representative of the organized private sector (MAN)
6. A representative of Ministry of Health.
7. A representative of research and training institutions.
8. A representative of Ministry of Agriculture.
9. A representative of Ministry of Education.
10. A representative of Ministry of Women Affairs.

This composition of the Board is very similar to the composition of Board of the National Bureau of Statistics. The Edict also spells out the qualifications one should have to become a member of the Board, the tenure of the Board (4 years), how one's membership ceases, frequency of Board meetings, the conduct of the meetings and remuneration of Board members. The Edict provides for the selection of members, based on merit, so as to ensure that all appointees are motivated, and have relevant knowledge and experience. To ensure continuity and more commitment, the Edict does not provide for proxy representation except for the State Statisticians-General (SSG).

iii) State Statistician-General

The new structure provides for a post of State Statistician-General (SSG) as the Chief Executive Officer of the Bureau. The SSG shall be appointed by the Governor on the recommendation of the Secretary to the State Government and on such terms as the State Government may determine. The Edict specifies that for a person to be appointed State Statistician-General, he/she must have recognized professional qualifications and experience in statistics and/or related fields as well as proven managerial ability. The duties and responsibilities of the SSG shall include, among other:

- interpreting Board policies and forming a link between management and the Board,
- embodying the status and professionalism of the Bureau, inspiring confidence, providing a vision for the Bureau and the SSS, developing, supporting and promoting organizational culture and championing change,
- being a full member of the Secretary to the Board,
- chairing the State Consultative Committee on Statistics,
- chairing senior management team meetings
- setting management priorities,
- resource mobilization,

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- o coordination of all the departments of the Bureau,
- o champion Statistical Advocacy,
- o represent the state at National/International Statistical meeting or designate one or more staff from the Bureau to accompany or represent him.

The Edict also provides for the tenure of Office for the SSG (five years renewable) and suspension or revocation of the appointment of the SSG. To ensure that the SSG is not removed from office or his/her appointment is not revoked for frivolous reasons, the Edict gives specific and strong reasons for the suspension or revocation of the appointment of the SSG.

iv) Departments and Divisions of SBS

The proposed structure provides for an improved and more efficient structure. The structure includes four Departments, namely:

i) Census and Surveys
ii) Social and Economic Statistics
iii) Research & Methodology
iv) Finance and Administration

The Departments are divided into Divisions, which are in turn divided into branches. Details of the proposed Departments, Divisions and Branches as well as their functions are given in Annex VI. A department will be headed by a Director, a Division by a Director and Branch by an Assistance Director. It is very important to underscore the fact that these are administrative posts and are not professional grades. They are like headship of a Department at University, which is distinct from the career path for academic staff, which starts from Assistant Lecturer, and ends at the level of Professor. To be eligible for appointment to the above posts, one will have demonstrated professional growth by rising to certain professional grades as per the mentioned career path. To be appointed to the post of Director, one will have to be at the level of Assistant Chief Statistician or equivalent; and Assistant Directors will be appointed from among Principal Statistician or equivalent.

v) Specific Units

There will be four special units, which will be reporting directly to the Statistician-General. These are Audit Unit, Legal Unit, Servicom/Anti Corruption Unit and Public Relations Unit.

Internal Audit: The SBS will have an Internal Audit Unit. This Unit will work closely with the Division of Finance and Administration but report directly to the SSG. It will be responsible for developing and reviewing the systems of internal controls to ensure that there is no fraud at the Bureau and that the assets of the Bureau are protected. This Unit will review and monitor all financial and accounting information to ensure completeness and accuracy of entries.

Legal Unit: The SBS will have a legal Unit. This Unit will provide legal services to the Bureau including handling of contractual agreements, handling any litigations, etc. The Unit will be headed by a Legal Officer who will be qualified lawyer.

Public Relations Unit: This unit will be responsible for all the public relations functions which include, promotion of the image of the organization, marketing the products of the Bureau, dissemination of statistical information, attending to local and international requests for data and other enquiries, receive comments of users on the products of the Bureau as well as undertake advocacy of statistical awareness among decision makers, the media and the general public.

Servicom/Anti Corruption Unit: This will ensure that services are delivered efficiently without undue influence. This government requires that this unit exists in every agency.

iv) Local Government Offices

The career structure in Local Governments does not permit employment of a graduate statistician. As at now any staff on statistical line can only rise to grade level on 07 and no more. It is therefore imperative that the SBS should establish a functional office at each local government. This will improve field data collection and help to ensure that local government statistics is generated on continuous basis.

The LGA office will be treated as a section within the field services Division. The office will be responsible for all data collections within the LGA. To be specific, these staff of the SBS posted to Local Government offices will be responsible for collecting information on:

i) building start,
ii) market prices of selected items,
iii) birth and death,
iv) vehicle registration,
v) tourism sites,
vi) markets and parks,
vii) marriage and divorces.

v) Staffing Matters, indicative staffing levels and staff mix

Staffing matters.

At present, SSA is part of the Civil Service where human resource management functions are largely carried out centrally. As an autonomous agency, the SBS will have to undertake these functions itself. The new agency will have staff strength of between 566 and 1000. The human resource management functions including recruitment, promotions, staff development and training, and discipline will be undertaken by the Finance and Administration Department. There will also be a Staff and Management Committee of the Board to set policies and guidelines to be followed in recruitment, promotes, etc.

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Indicative Staffing Levels

The indicative staffing level for the Bureau is given in Table 4.1 below. The guiding principle in determining the individual staffing levels for the Bureau was that the Bureau should venture into more areas of data production other than administrative statistics. The staff numbers represent the estimates of the requirements for the regular operation of the Bureau in the relatively short term.

We based these requirements on state with 21 LGAs.

The numbers are presented by staff category, namely top management, professional staff and sub-professional staff. The required total staff complement is estimated to be about 534. Of these, 178 or 33% will be professionals, 356 or 67% will be sub-professionals.

These estimates are based on a number of assumptions, viz:

1) The Bureau will run a Common Statistical Service at State level. It is supposed to co-post professional staff to line Ministries that collect and compile data. Support staff in these Ministries will be provided by the respective ministries.
2) The number of positions depends on the organogram and activities to be undertaken,
3) 60 Enumeration Areas (sample) per LGA to be able to give robust LGA estimate and a total of 21 LGAs per state.
4) Ad-hoc enumerators will be recruited when the need arises to assist the fulfillment enumerators.

Staff Mix

The complexity of activities expected to be undertaken by a modern State Statistical Bureau requires a wide range of talents to make it sufficiently versatile and effective. Accordingly, the above estimated staff complement will be multi-talented with a variety of academic backgrounds including statistics, demography, economics, sociology, IT, cartography, management, mass communication and public relations, marketing, accountancy, etc.

B. Line Ministries

The line ministries, extra-ministerial departments and State parastatals are mainly responsible for the production of sectoral official statistics for the State government and other users in the state and nation. There are no average fifteen line ministries per state whose operations correspond essentially to the activity sector: agriculture, industry, trade, finance and insurance, social services, utilities, transport, communication etc. All the line ministries and extra-ministerial departments have DPRSs but not all of them are doing any statistical work except the ministries where the SSA posted its staff.

The capacity of the DPRSs in the line ministries to undertake the production of administrative statistics not to talk of survey have been seriously undermined and constrained for a number of reasons that have brought into question the "integrity,

methodological soundness (acceptable national/international standards), accuracy and reliability, timeliness" of their statistical outputs.

Some of the reasons that were already indicated in a UNDP funded Capacity Assessment of 18 States Statistical Agencies, 2005 include:-

- Generalists rather than professional statisticians head the DPRSs. The Statisticians hardly rise to Head of a DPRS.
- No career prospects for statisticians in most of the DPRSs and in LGAs.
- In many DPRSs, no budgetary allocations are made to fund statistical activities. Rather, a few DPRSs resort to foreign donors to fund their statistical activities, training and provision of data processing equipment.
- In spite of the obvious need for statistics, no organized statistical programmes are available in most of the DPRSs.
- There are many instances of DPRSs lacking clarity of what information is useful for collection and analysis, hence the existence of backlogs in statistical outputs.

The case for drastic substantial capacity building in the line ministries for improved production of administrative and special survey statistics has been made given the factors militating against production of reliable, timely and acceptable methodologically robust statistics. The proposed Statistical Master Plan for the SSS is to address the identified weaknesses. The measures to be taken are provided for in:-

a) Coordination of Data Collection and Management in each Ministry. There is no co-ordination between the statistics branches of line ministries, their Parastatals, Agencies, and Departments in data production and dissemination. The Statistics Branches and Division (when Statistics Branch is up-graded to a Division) should take leadership in all statistical activities of the ministry. The data banks should be Sections of the Statistics Branch or a Branch of the Statistics Division. Programmes for data collection, data collection methods and instruments should in all cases be agreed with the Statistics Branch/Division and the SBS. The Statistics Branch/Division should work closely with ministerial counterparts at Federal level and the State Bureau of Statistics.

Workshops will be organized to discuss coordination mechanisms within ministries and the SSS. In particular, these workshops will be useful in building consensus on compendium of "main concepts, definitions and classifications" whose production will be coordinated by SBS in collaboration with NBS.

a) **Human Resources Development** in line ministries will include training for trainers, special training in IT, annual training of supervisors/enumerators, and training workshops for data users.

b) **Enhancement of Data Quality.** The SSMP will undertake development of methodologies and instruments for data collection in line ministries.

c) **Data Management, Dissemination and Access**. Under the SSMP, line Ministries will be encouraged to have a statistical programme and to publish the statistics arising there from.

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E) **Infrastructure in Line Ministries**. Under the SSMP, line ministries will be provided with computers, printers, and softwares. The ministries will be assisted to develop Local Area Networks (LANs). It will help if each ministry could provide the Statistics Branches/Division with a field vehicle for data collection.

4.6 HUMAN RESOURCE DEVELOPMENT STRATEGY

Personnel are the most important asset of any system and indeed, human resources development is a crucial factor in both the development and sustenance of the SSS. The quality of data and information, to a large extent, depends on how well the capacity to manage the process of data production is developed. And in turn, proper policy analysis, planning and decision-making are facilitated or hampered by availability or non-availability of quality statistical data and information. Except in one or two states, all other states activities are concentrated on administrative statistics due to lack of experience in survey taking. This underscores the critical need for a comprehensive Human Resource Development (HRD) for the SSS. The strategy should guide and systematize investment in human resources in order to transfer knowledge, broaden the strategic skills base and raise staff motivation.

4.6.1 Strategic Skills Development

A huge capacity and skills base ill need to be built through skilling and re-skilling of employees so that their minds and creative abilities can be mobilized to make the SSS more effective. This will require that comprehensive training be undertaken, not on an ad hoc and intermittent basis as is currently the case, but on an ongoing and priority basis so that statistical personnel can acquire both knowledge and strategic skills statistics based as well as management and other people skills that aid the core functions to deliver desired statistical products more effectively and efficiently.

So a major training programme will be put in place. The ultimate objective of the programme will be to continuously improve the quality of statistical outputs and services to the satisfaction of users. The specific objectives of the training programme will be to:

- provide a facility for induction/orientation of new staff and refresher courses for staff already in service,
- training for career development,
- develop a "critical mass" of trained and skilled staff required to manage, improve and sustain the statistical system,
- enhance the capacity to design and effectively manage data production processes,
- enhance computing and analytical skills,
- develop soft skills such as report writing, and
- increase appreciation for and use of statistical data and information.

Emphasis in the training programme will be put on hand-on training. Hereunder the types of training envisaged are highlighted.

a. Training at the Bureau:

Undertake training needs assessment and to address individual deficiencies and develop training programmes using consultant. Generally there will be.

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Training in Management

Managers of the Bureau and other agencies need to use appropriate management principles in their work especially in planning, work programming and budgeting, writing proposals, etc. All staff with management responsibilities will be given training in modern management principles. Most of the training programmes in management will be tailor-made and conducted in-house. These include the Administrative Staff College of Nigeria, the Lagos Business School, and the Centre for Management Development (CMD).

Induction Courses

Induction courses lasting 4 weeks each will be organized for all staff recruited into the Bureau. The course will be conducted periodically in order to introduce the new staff to the Bureau and the SSS. The course will cover such topics as the vision, mission and linkages within the SSS; the mission, vision, core values and primary role of the Bureau; the structures of the Bureau and how its Departments and Divisions interact with each other; etc. The course will also be useful for statistical personnel outside the Statistical Common Service.

Short Courses

Various need-based, short-term specialized training will be undertaken in-house to build technical skills among staff in statistics e.g. sampling, data analysis and IT e.g. computer applications, GIS, computer maintenance and desktop publishing. Resource persons will be hired to conduct these courses. In addition, there are many relevant short courses (less than 6 months) which are periodically conducted internationally such as summer courses offered on statistics and data processing at the International Statistical Programme Centre (US Agency of the Census), the Summer Institute of the Survey Research Centre (University of Michigan, USA), Munich Centre of Advanced Training in Applied Statistics for Developing Countries (Munich, Germany), IMF, etc. The Bureau will take full advantage of these courses to train its staff in various areas of statistical production.

Postgraduate Courses

On a selective basis, some staff of the Bureau will be sent out to pursue specialized training leading to the award of postgraduate diplomas and Master Degree in various fields such as sampling, economic analysis and modeling, information technology, demographic analysis and social statistics. This specialized training will be crucial for development of methodology and improved data analysis and reporting.

Training in Soft Skills

It is now well recognized that it is not enough to have good data and information. How it is communicated and reported can make a lot of difference. Accordingly, special training will be organized in-house for statistical personnel to acquire soft skills like communication, writing and reporting. This training will also empower statistical personnel to advocate for statistics .

Training for Survey

As not many surveys are presently carried out in the states, both professional and sub-professional staff should be taken through the fundamental principles of survey taking

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using NBS staff. Thereafter, subject matter people should be attached to their equivalents in NBS to get hands-on training in their respective areas.

Professional Seminars and Workshops
The Bureau should from time to time organize professional seminar to serve as fora for enhancing discussion on topic issues, professional exchange of experiences, discussion of common problems, development of new insights and solutions to problems of statistical production. The staff of the Bureau, consultants at the Bureau and experts in areas of interest should be invited to make presentations on different subjects. All professional staff of the Bureau will be encouraged to attend the seminars and to make presentations.

Roles of the Training School
The Bureau has to make use of the NBS training schools to upgrade its staff whose qualifications are less than the National Diploma.

b) **Training in Line Ministries and the Bureau of Statistics**

Training for Data collection.
Since the SBS staff is pivot of statistical activities in the Ministries, they should ensure that the ministry staff working with them are taken along during refresher courses and other internal training programmes.

Training for Data Users
The annual user/producer seminar mounted by NBS should be a rallying point for all data users in the country. The Bureau should identify users in the State and encourage them to attend the seminar.

4.6.2 Staff Motivation
Staff motivation is crucial for successful strategy implementation. As Fred R. David contends, "*Objectives, strategies and policies have little chance of succeeding if employees and managers are not motivated…*"[22]. In addition to training, other things that will be done to motivate staff include:

- staff recruitment and promotion based on merit,
- defined career path,
- competitive remuneration, and
- rewards and recognitions system to encourage staff to strive towards achieving individual goals related to the strategy.

a) Staff Recruitment and Promotion
As Department of Government, Civil Service procedures were used to recruit, motivate and retain staff. Being autonomous, the SBS will have to work out its own procedures for handling staff affairs. As a knowledge center, the Bureau will have to be set high standards for staff recruitment and promotion. In particular, procedures will be established to ensure that the process of staff recruitment and promotion is not externally influenced but is carried out on merit.

Given the range of subjects and activities carried out by the office, a variety of skills, talents, academic backgrounds and work experience will be required for the office to function effectively. Special effort will be made to recruit women into the professional ranks of the Bureau. It will also have to put in place an attractive incentives structure so that the very best professionals can be recruited from the open market and retained.

ii) Career Path

Lack of a well-defined and followed clear career path can be demotivating factor. The following career path (table 4.2) has been proposed to facilitate career advancement for professional staff statisticians, IT personnel, economists and administrative staff as well as sub-professional staff.

Table 4.2: Proposed Career Path for Agency Staff

Professional Staff						
Chief	Assistant Chief	Principal	Senior	Grade I	Grade II	
Sub-Professional Staff						
Chief	Assistant Chief	Principal	Senior	Higher	Officers	Assistant Officers

For professionals, new graduates will start at the level of Grade II e.g. Statistician Grade II, Economist Grade II, etc. The highest professional grade will be Chief. For sub-professionals, the starting point will be Assistant Officer with a minimum of Ordinary National Diploma (OND) or its equivalent and the highest grade will be Chief.

In section 4.5.6, a distinction was made between administrative posts and career grades. It is important that all staff understand the career path well and what it means. Like in other knowledge centers like universities where academic staff aspire to become professors and not Heads of Department, it is expected that professional staff at the Bureau will aspire to become Chiefs e.g. Chief in Methodology; Chief in Agricultural Statistics, etc some of the Chiefs will become Directors of Departments.

Competitive Remuneration

The Bureau will have to compete on the open market for highly qualified and experienced staff and be able to retain them. This will not be possible unless a competitive and attractive remuneration package is put in place. The Bureau should be classified as a Scientific and Research-oriented Organization, very much like Universities and Research Institutions. In which case, the Harmonized Tertiary Institution Salary Structure, professional staff Grade (HATISS) in the State should apply to it. Under this salary structure, professional staff Grade II, Senior, Principal Assistant Chief and Chief would be in salary scales HATISS 08, 09, 10, 11, 12, 13, 14 and 15 respectively. For sub-professional Assistant Officer, Higher, Senior, Complete the HATISS Principal, Assistant Chief and Chief HATISS salary scales 06, 07, up to 12 should apply. It is important to mention that these salary scales are accompanied by specified allowances and

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benefits. In other words, the minimum qualification for an enumerator is OND or ND and his/her starting salary is HATISS 06.

Staff Surveys

The Bureau will carry out regular staff surveys to determine, inter alia, areas of weakness that need improvement, areas of strengths that need to be consolidated, general working conditions and to provide their opinion on various aspects of the work of the Bureau. It will be ensured that action is taken on the findings of the surveys. These surveys will make staff feel that they are consulted on major issues and that their views are taken into account in designing programmes for improvement.

4.7 DATA DEVELOPMENT

The plan aims to empower agencies that produce data to so according to strictly professional considerations, including scientific principles and professional ethics with regard to methods and procedures used for the collection, processing, storage and dissemination of statistical data. Specifically, it will assist to address issues related to data quality, data sources, data management, dissemination and access.

4.7.1 Enhance Data Quality

Data quality is a cornerstone of statistical work in any country. In Nigeria like in most African countries, a number of factors have combined to compromise data quality. And lack of quality has been identified as one of the factors limiting data use in Nigeria. The Plan will reverse the decline in data quality and enhance data utilization. It will go beyond the usual characteristics of "good data" (coverage, timeliness, comparability, accuracy, accessibility) to include such things as adoption of a set of modern methods and standards for data and metadata collection, storage and dissemination. Specifically, the following will be done to enhance methodological soundness, accuracy and reliability of data.

a) Review Current Methodologies and Instruments for the Collection of Data

As have been mentioned earlier, State Statistical Agencies concentrate their efforts on Administrative Statistics. The data collection is done by using different formats.
The plan here is to have a thorough review of methodology and instruments in use employing the services of consultants. The idea is to ensure that the methodological bases for the producing of official statistics are sound and conform to international standards, guidance and current practice. In particular, the methodologies agree with the ones in use in NBS since the ultimate goal is to produce national official statistics.

b) Assessing the Quality of Existing Data

In connection with the review of methodologies and instrument in use, a review will be made of the appropriateness or otherwise of just publishing symmetry of numbers without the data addressing the socio-economic situation in the state.

The assessment will determine whether the soundness of source data and statistical techniques are available and can provide the basis for compiling data, and whether statistical outputs sufficiently portray reality. The assessment will examine data sets from different sources, carry out plausibility checks and establish to what extent they are

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consistent among sources and also through time. It will also involve some modeling to make sense of a number of relationships.

c) **Relationship with Data Suppliers**
The new Statistics Edict will require public authorities, private enterprises and citizens to provide, when requested to do so, information required by authorized agencies. However, respondent cooperation and provision of reliable data will be possible if data producing agencies establish constructive and meaningful relationships with data suppliers, through the SCCS.

4.7.2 Censuses and Surveys

Only a few SSAs carry out surveys. The effort here is to build the capacity of SBS to be able to undertake censuses and surveys in the medium and long term. The SBS to be carrying out similar censuses and surveys as are being done by NBS giving breakdowns of the result in LGA and senatorial districts. But since it is incapable of doing so, it should in the next two to three years train its existing and its staff in census and survey taking.

In short run, it should tag on to NBS censuses and surveys to be able to meet the needs of the state. What to do is either:

i. To ask NBS to enlarge the sample size of any survey it is interested in and picks the extra cost. This way at the end of the survey the raw data are made available to SBS for it to carry out the analysis or

ii) It depends on NBS sample size and NBS analysis. Also the SBS should in the interim be building on its survey infrastructure i.e. enumeration area and establishment frames.
Frames: For establishment of frame, they can get the existing frame from NBS and update it.

4.7.3 Administrative data

Line ministries and LGAs as other institutions generate a lot of data as a by-product of their operations. Such data are compiled from administrative records and/or collected through reporting systems in order to systematize collection of administrative data, there is increasing use of pre-designed forms for use in reporting systems.

Under the Plan, the SBS will take charge of the development of ministries, institutions and the Bureau's statistics units. The SBS will outpost its staff to the ministries/institutions under the statistical common service being recommended.

4.7.4 New areas

Research and methodological development work will be undertaken in a number of areas to improve the quality of statistics. The following methodological work will be undertaken:

a) **Poverty Correlates**
Poverty is a multi-dimensional phenomenon that is caused by many factors. It is important that these factors are studied to establish their impact singularly and in combination on poverty levels. This will be done using multiple regression analysis and other analytical

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tools. This work will help to include appropriate variables in various questionnaires and other data collection instruments.

b) Poverty and vulnerability mapping

Broadly, the basic methodology in poverty mapping involves a linking household survey and large scale data sets (e.g. Population and Housing Census data). Prediction models are derived for consumption or income on the basis of household survey data using variables that are also found in the large data (census) set. The models are used to impute household income or consumption in the large data (census) sets. On the basis of this imputed income (e.g. headcount, poverty gap, inequality measures) are obtained. The poverty maps for various administrative hierarchies are constructed and poverty profiles developed according to user needs. It should also be mentioned that not only have they been used to analyse and describe the risk factors to which vulnerable population groups are exposed, but also poverty maps are used to simplify the presentation of often complex sets of information and relationships.

Capacity for poverty mapping will be developed at the Bureau in close collaboration with different stakeholders.

c) Agricultural production

Objective estimation of agricultural production requires that we estimate planted area and crop yield and then obtain production as a product of estimated area and yield. Objective estimation of are using compass and tape as recommended by FAO is cumbersome, time consuming and expensive. It has also been realized that it may not give as accurate estimates as theory would have it.

Experimentation will be made on alternative, less cumbersome and in the long run cheaper method of using the Global Positioning System (GPS), which has already achieved good results in Uganda where it has been tested.

d) Social Accounting Matrix

A Social Accounting Matrix (SAM) is a presentation of the system of national accounts in matrix terms that incorporates whatever degree of degree of detail is of special interest including displaying the interconnections, disaggregating the household sector, showing the link between income generated and consumption, etc.

As part of the methodological development work, a SAM will be constructed during the Plan period.

4.8 DATA MANAGEMENT; DISSEMINATION AND ACCESS

4.8.1 Introduction

Data production is a process with three distinct and yet inter-linked stages, namely:

- Planning stage
- Data collection and implementation stage, and
- Data processing/analysis/reporting/dissemination stage.

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A well-designed data production programme should of necessity make provision for complete implementation of the three stages of the process. It cannot be emphasized enough that this process is not complete until collected data have been processed, analyzed, reported and disseminated to users. There should be a follow-up to know if the disseminated information is being used and how it is being used.

Data processing and analysis have been a major bottleneck in speedy publication and dissemination of data in Nigeria and Africa in generally, it is with donor funded projects on specific data collections that collected data are rapidly processed and released to users. Otherwise, there are "mountains" of unprocessed, unanalyzed, and unreported data at SBS. But even where data have been processed and analyzed, the analysis has been insufficient as can be seen in published reports. End users, mainly policy and decision-makers, expect value-added statistical products which are rich in information and have policy content and which are well packaged and communicated. What they are getting instead are huge reports full of statistical tables. This has been explained by shortage of skills and expertise in data analysis and report writing in many agencies that produce data.

In addition, there are no dissemination policies and strategies in most agencies. Data are released when they are ready and there are no release calendars. It should also be mentioned that often, data are scattered in different forms in producer agencies thereby making it inconvenient to access and use them. Few agencies have data banks that would make data storage and retrieval easy and more accessible.

During the Plan period, the following will be done to reverse this situation.

4.8.2 Clear the backlog of unprocessed data

Different agencies will be facilitated by the Bureau to clear unprocessed, unanalyzed and unreported data. This is important to ensure that series data are maintained. This will essentially be undertaken by the staff of the agencies.

4.8.3 Data analysis and reporting

Data analysis will be improved by:

(A) Building analytical capacities in agencies that collect data.

Analytical capacities will be built among agencies that collected data through the above training programme. The Bureau will have some of its staff go for specialized training in data analysis in relevant institutions. It will also organize short courses on data analysis for its staff and staff of line ministries in the State.

(b) Fostering collaboration in data analysis

It will not be possible for data producing agencies to build all the analytical capacities required. These agencies will need to collaborate with those institutions e.g. research institutions like NISER and Universities, which have analytical capacity especially for policy-related analysis. In addition, subject-matter specialists from different institutions will be encouraged to collaborate with the Bureau, to do definitive analysis of data collected in censuses, surveys, etc.

This collaboration will have many benefits for the SSS. First, there will be value added to the data by bringing subject-matter knowledge to bear on the analysis. In particular,

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the right interpretation will be made of the data. Second, involvement of other agencies in data analysis leads to wider ownership of statistical products. This can be very useful especially when the final products are different from what the government and politicians expect.

Third, the process of scrutinizing data detailed analysis usually identifies weaknesses in the data. When these weaknesses are reported to data producers and acted upon, there can be improvements in future data collections. For instance, the analysts may advise changes in questionnaires or data collection methods, etc.

For this collaboration to work well there will be a need for a policy on access of micro-data, which are required by researchers. There will be a need for a policy on access of micro-data which are required by researchers. There will also be a need for establishment of specialist Advisory Groups involving researchers and academics to look at specific data sets and activities.

© **Reporting**

Information from data should be appropriately packaged and reported. The plan will assist agencies to develop the capacity for writing reports in a user-friendly manner, using charts as much as possible and providing metadata on why data were collected, the definitions used, when data were collected, how they were collected, how many people (units) were interviewed , what was the non-response rate, etc. As Ostergren (1997) has pointed out, *"without these extra ingredients raw data are of little use to any one other than the person who compiled tables"*

4.8.4 Dissemination and Access

(a) Dissemination policy

It is now widely recognized that information has no value unless it reaches those who need it, is easily understood, and is actually used. For this reason, a well-defined dissemination policy will be desirable for the Bureau and the Plan provides for assistance to the Bureau to develop the policy. It is vitally important that all staff are aware of the policy and comply with it. The policy will provide for advance publication of a release calendar and simultaneous release of data to all stakeholders principle of equal access to data consistent with the Fundamental Principles of Official Statistics adopted by the United Nations Statistical Commission in 1994 and GDDS guidelines. It is important that the Bureau does every thing possible to stick to its data release calendar.

The spirit of the policy will be five fold, namely to:

i. develop an effective public relations and marketing function at the Bureau,
ii. make statistical data and information liberally and readily accessible as a "public good" and in a timely manner following the GDDS guidelines,
iii. ensure that data are disseminated in a user-friendly manner and that they can be understood and interpreted by users. This will require providing metadata or information about the data to accompany whatever data are disseminated,
iv. disseminate specific needs, interests and perspectives and to create impact. In order to do this properly, there will be "market segmentation" after assessment of user requirements so that the Bureau can target particular users, and

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v. provide for which basic statistical information the user community can access freely as a "public good" and what statistical products to sell e.g. reports to the private sector and international organizations.

The SBS will prepare and disseminate in advance release calendars and will be required to publish and update as required information on methods and procedures. The Bureau will be proactive in disseminating statistical data and information by providing more information to users in the form of up-to-date product catalogues, providing access to an enquiry point by telephone, fax, the Internet and electronic mail. It will use main bookshops in key towns in the state to sell statistical reports on a sell-return basis, use LG Offices as main outlets for statistical reports, and will issue press release whenever new data are formally released. By doing all this, the visibility of the SBS will be enhanced.

While reports will be the main dissemination medium, other media will be used as well. All major data collections and reports by the Bureau will be disseminated in appropriately organized stakeholders' workshops. Each survey and census will be followed by a workshop as a matter of course.

(b) Desktop publishing

The public image of any Statistics Agency is largely determined by the products it produces. The reports which are produced by agencies by and large are not well designed. They lack a common feel and touch or a standard house style that is used in all publications and other materials, vary in quality and often lack timeliness.

Under the Plan, the Bureau will be assisted to improve the publication processes, viz. create an integrated publishing environment, templates, standards, software, etc. Ultimately, there will be a one-string-routine from production databases to publication. In the meantime, however, a desktop publishing unit will be established. The staff in this Unit will be given specialized training in desktop publishing. When reports are finalized by subject-matter Divisions, they will be sent to the Unit which will be responsible for standardizing Bureau publications.

(c) Publications

Under the Plan, statistical publications will be improved in terms of quantity, accuracy, regularity and timeliness. Emphasis will be placed on the following regular publications.

Regular Publication of the Bureau

The Bureau will be producing the following publications:

(i) Statistical Year Book
(ii) Statistical Digest
(iii) Prices Statistics
(iv) Local Government Statistics; among others.

(d) Library services

As was mentioned earlier, the library is an essential infrastructural component of a statistical institution. It is used as the main depository of textbooks and other reference

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materials e.g. journals, periodicals magazines, maps etc. The library also stores government publications, reports and materials from U.N. bodies, common wealth, European Union, etc.

The library services will be strengthened by stocking it with new books, journal and publications. In addition, the library will be computerized to make it provide more efficient services. The staff of the Bureau and the Statistical Common Service will be encouraged to use the library. The library will also be open to the public to use for reference.

(e) Data Banks

In order to improve the management of data and information resources; promote better collaboration, networking and sharing of data and information, and in order to facilitate inter-linked analyses for advocacy and informed policy and decision-making, data banks will be built at the Bureau and in line ministries. These will be essentially large, integrated, shared pool of information in forms suitable for storing, up-dating, retrieval and accessing data. What is expected in the end is a constellation of sect oral data banks with connectively to the State Data Bank which in turn is connected to the National Data Bank.

It will be important to emphasize that the data in data banks will only be practical if shared by many users. This will require that data be readily accessible; that the data in the data banks are organized so that relationships among the data items can be explored, etc. The main features of data banks will be that data are serviced and continuously maintained and updated; and that data users can access and retrieve data in the data banks to meet their individual needs. In particular, users can view and print off tables and carry out basic statistical analyses. In building data banks, the following will be taken into account:

i. the data banks will be developed to meet the requirements of users;
ii. the need to create data banks that are easy to up-date and access, and in particular the need for the workstations to provide a simple interface for different purposes and users, and
iii. the cruciality of management resources to the data bank systems.

The data banks will be built in a coordinated manner and connected.

4.9 Infrastructure and Equipment

Good infrastructure and equipment are essential for effective delivery of statistical products and services in the State Statistical System. Indeed, one of the weaknesses of the SSS is that the infrastructure is weak and the equipment is inadequate.

The Plan will assist to rebuild the infrastructure and to equip data producing-agencies to a level where they can be able to produce good data efficiently and in a sustainable manner. In this connection, the following activities will be undertaken.

4.9.1 Building for the Bureau:

In most cases, State Statistical Agencies are poorly accommodated within the office complex of the supervising ministry. This neither reflects the importance of statistics nor confers on it authority of a coordinator of data producers and users.

The Bureau should be strategically located if not in a building of its own but in a building where it is the major/dominant tenant. We recommend a stand along building in view of the sensitive nature (confidential) of the information it handles and its size.

4.9.2 Transport:

Mobility is very essential in statistical work. The work schedule is not regimented; a respondent can ask an enumerator to come for interview at his/her (respondent) convenience and you close when the work you have on hand is finished. Therefore we suggest as follows:

Vehicles:

Without prejudice to the entitlement of the senior management staff of the Bureau, there is the need to have 5 Peugeot station Wagons (the Dept and CDS offices) and 1 Bus at the SBS headquarters. The Station Wagon vehicle will be used to move sensitive survey materials while the bus will be used to assert organizational prestige and presence and to move staff en-mass.

Motorcycle:

For supervision of data collection, each LGA should have (at least) 1 motorcycle.

Special terrain (reverie & desert) vehicle: e.g. boat, donkey etc these should be hired when needed.

4.9.3 Stand-by Generator:

The working environment of intermittent electricity supply does not encourage effectiveness in statistical production e.g. meeting set deadline. Accordingly, generator of 300KVA capacity to power the SBS headquarters will be provided.

4.9.4 IT Infrastructure

(a) IT standards and policies:

There is a need to establish IT standards and policies in line with the NBS in order to ensure that SBS products are integrated with NBS products. In designing an IT policy and strategy the following will be considered:

- use of IT to strengthen and standardize the work processes;
- Internet and Intra-net connectivity,
- Development of standardized hardware platform and software,
- Training in IT as part of human resource development,
- Development of socio-economic data banks and a state Data Bank.

(b) IT and other equipment:

In most of the State Statistical Agencies, the IT equipments are limited to those supplied by UNDP during the National Statistical and Information System (NSIS) and most of the equipment are outdated. The Bureau and other data producing agencies will need to be supplied with updated IT equipment.

Also, as the states are going to be increasely involved in censuses and surveys taking, they have to be equipped with survey infrastructure like Global Positioning System (GPS). Other equipments include Fax Machine, Scanners, photocopiers, Geographic Information System (GIS), printer, etc see table 4.3. In order to keep the equipment working all time, emphasis must be laid on their maintenance.

(c) Local Area Networks (LANs), Wide Area Networks (WANs), Intranets and Internet

There will be improved IT application to enhance efficiency, optimize use of IT resources, increase information sharing and dissemination through Local Area Networks (LANs), Wide Area Networks (WANs), Intranets and the Internet.

LAN and WAN

A LAN is a computer network (interconnected computers) that spans a relatively small area. Most LANs are confined to a single building or group of buildings. Most LANs connect workstations and personal computers. Each node (individual computer) in a LAN has its own CPU with which it executes programs but it also is able to access data and devices anywhere on the LAN. This means that many users can share expensive devices, such as laser printers, as well as data. Users can also use the LAN to communicate with each other, by sending e-mails or engaging in chat sessions. During the Plan period, the Bureau and line ministries will be assisted to network their computers.

A LAN can be connected to other LANs over any distance via telephone lines and radio waves. A system of LANs connected in this way is called a Wide Area Network (WAN). LANs will be built in different agencies. The Bureau will be assisted to develop a WAN connecting its headquarters with LGA Officers and eventually with NBS.

Table 4.4 IT and other equipment to be provided

Types of equipment	Quantity					
	YR1	YR2	YR3	YR4	YR5	Total
Bureau HQ (i) Peugeot Station Wagon		5				5
(ii) Bus		1				1
Line Ministry						
Local Government Motorcycles		20				20
Computer PCs						
Bureau HQ						
Headquarters	20		20		20	60
Line Ministries	15		15			30
LGA Offices		20		20		40

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Department of Statistics						
(Polytechnic) State Owned		3		3		6
Laptop (Bureau)	9	5	5	5	5	29
Computer Software						
Bureau (various)						
Line Ministries (various)						
Office Equipment						
Printers						
Bureau (Headquarters)	15				15	30
Line Ministries	15					15
(Hdqt, LGA)		10		10		20
Departs of Statistics (Poly)		3		3		6
Photocopies						
Bureau (Headquarters)	7					7
Other Equipment						
(i) GPS (Various)						
(ii) GiS (Various)						
(iii) Stand-by Generator 300KVA		1				1
(iv) Scanners	2					2

Intranet and Internet

The Internet is a global network of networks enabling computers of all kinds to directly and transparently communicate and share services throughout much of the world. Because the Internet is an enormously valuable, enabling capability for so many people and organizations, it also constitutes a shared global resource of information, knowledge, and means of collaboration, and cooperation among countless diverse communities. Many people refer to the Internet as the World Wide Web (www).

An intranet, on the other hand, is a self-contained internal network linking multiple users by means of Internet technology. In effect, intranets put a fence around the Internet's limitless territory, establishing controlled-access sectors within which users can communicate freely and interact. Intranets will be built among agencies to display general information, share business data and facilitate interactive communication. In particular, the intranets will be used to distribute memos, regular news bulletins and to exchange and review work in progress.

During the Plan period, the Bureau (headquarters, LGA Offices, State) and line Ministries will be assisted with Internet access. In addition, the Bureau will be assisted to develop an Intranet.

4.9.5 Establishment of Management Systems at the Bureau

Proper management information systems consistent with good practice will be established at the Bureau. The systems to be established include:

- Recruitment procedures
- Terms and Conditions of Service
- Financial Regulations and Accounting Guidelines

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- Procurement Guidelines
- Management Information System (MIS)

The autonomous status of the Bureau means that management of resources, namely funds, equipment and human resources will become the full responsibility of the organization. Accordingly, the Bureau will have to develop systems for managing these resources in an efficient and transparent manner.

The following summarizes the management systems to be developed:

Recruitment Procedures

The Bureau will be a scientific and knowledge center: Given the range of subjects and activities carried out by the office, a variety of skills, talents, academic backgrounds and work experience will be required for the office to function effectively. It will need to be run on scientific lines, ensuring that the process of staff recruitment is not externally influenced, and that only highly qualified personnel are recruited and retained.

In order to make sure that staff recruitment is carried out on merit, it will be necessary to establish recruitment procedures. These procedures will be developed and put in place before new recruitment can be done.

Terms and Conditions of Services

There will be a need to put in place an attractive incentives structure in form of Terms and Conditions of service as a matter of priority so that the very best professionals can be recruited and retained. The Terms and Conditions of Service will be developed, properly documented and made known to all staff.

Financial Regulations

There will be a need to develop regulations for the management of financial resources of the Bureau. These regulations will cover such things as receipt of funds, storage, disbursement and budgetary controls. The regulations will also indicate the signatories to the accounts and reporting of financial transactions. These regulations will be developed, properly documented and made known to all staff.

Accounting Guidelines

These guidelines lay down procedures for accounts records including bookkeeping, payment procedures, payrolls and accounting system. The guidelines will be developed, properly documented and used by all accounts staff.

Procurement Guidelines

The guidelines lay down the procedure to be used in procuring goods and services. They will have cross-referencing to the financial regulations and will be for the Agency. These guidelines will be developed and properly documented.

Management Information System (MIS)
During the Plan period, a computerized system to support management and administration of the Bureau will be designed and implemented, including filing, human resource management, accounts, etc. These systems output information in a form that is useable by managers at all levels of the Bureau strategic, tactical and operational

Consultants will be hired to develop these systems.

4.9.6 Improvement of the Survey Infrastructure

The statistical infrastructure can be seen as the *"professional conscience"* of any Statistical Bureau. The infrastructure includes professional standards, codes and classifications, the field organization, master sample for household-based surveys, register of establishments for establishment-based surveys and the Geographic Information System (GIS). It is important that the statistical infrastructure of the Bureau is strengthened in order to enhance its performance.

This will be done by undertaking the following activities:

a) **Code of Practice for Official Statistics**
In order to promote high standards and maintain public confidence in official statistics and analyses, the Statistician-General will, under the proposed Statistics Edict, be required to prepare and issue a Code of Practice for Official Statistics and practices to be followed by producers of official statistics (similar to that issued by NBS). The code will cover main activities involved in producing statistics, from planning through to dissemination. In addition to promoting professionalism, the Code of Practice for Official Statistics will also act as at coordinating tool for the production of official statistics.

b) **Development of GIS Capability**
The geographic Information System (GIS) is a system of computer hardware, software and procedures designed to support the capture, management, analysis, modeling and display of geographically referenced data for decision making. It is a way in which to begin to represent and model the real world. A GIS combines the graphic abilities of a computer-aided design system with the information-storing capacity of a database. Ultimately, GIS is used for decision support and decision-making concerning real world problems. GIS allows us to produce a model from which decision can be made concerning the real world.

During the Plan period, GIS capability will be developed at the Bureau to improve data analysis and presentation. In particular, GIS will be used to analyze and simplify the presentation of often complex sets of data and information and relationships related to poverty and vulnerability, and to generate improved analytical statistical products like vulnerability and poverty maps.

c) **Developing of IT Policy and Strategy**
Information Technology (IT) can very much improve the statistical operations and reduce redundancies in data collection, data processing, data analysis, data storage, data access and data sharing. Advances in IT have made computer equipment powerful, relatively inexpensive and more accessible; led to development of user-friendly application of software;

created possibilities for networking and sharing of IT equipment; shrunk the effects of time and space.

An IT policy and strategy will be developed to provide overall and long-term development needs in IT to make the Bureau IT-focused. It will cover many areas including infrastructure and equipment, systems (statistics, management and administration) and human resources development. The policy and strategy will aim to standardize and guide acquisition and maintenance of computer hardware and software, computer replacement, virus protection, use of computers and Internet resources. In particular, a coherent IT infrastructure with a standardized platform of basic hardware, network and office automation applications will be created at the Bureau.

4.9.7 Other Infrastructure

Other important infrastructure already presented in this chapter include a compendium of main concepts, definitions and classifications; a master sample for household-based surveys; and register of establishments.

4.10 ASSESSMENT AGAINST ALTERNATIVE STRATEGIC CHOICES

4.10.1 Data Production and Management

The emergence of State Statistical Agencies came about as a result of the system of government Nigeria is running-Federal System. The Nigeria constitution empowers each state to collect statistics within its areas of jurisdiction At the time of the three regions, statistics was fairly developed but with the proliferation of states, SSBS existed only in name.

4.10.2 Centralized Versus Decentralized Statistical System

In Nigeria, the state statistical system has always taken cue from the National Statistical System. The NSS is a decentralized system and as such the SSS would also be a decentralized system with strong coordinating body similar to that of the NSS.

The case for coordination at the state level is more compelling than at the federal because the ministries statistics unit exists only in name and in the LGA; the status of status of statistics is so low. That it does not attract graduate into the service.

4.10.3 Argument for Autonomy of the State Statistical Agency

The option to make the State Statistical Agency autonomous as opposed to keeping it in the mainstream civil service was considered. This was done against the backdrop of increasing tendency to improve the performance of the SSS by, among other things, ensuring in the first place that the State Statistical Agency, as the coordinator of the system, is made proactive, performance-driven, strategy-focused, well-structured, flexible, incentivized and resourced. In terms of improving performance, it is cultural shift to a performance driven organization that will be the most powerful in achieving actual performance change.

Autonomy gives the State Statistical Agency the best chance of change of change management and for achieving necessary strategy-focus, organizational flexibility and incentivization in order for performance to be improved as it addresses some of the fundamental problems of the public sector working culture. It must also be realized that

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autonomy is not an end; rather it is a means by which the agency can become more effective. The status it self will only be effective if it is well exploited.

While re-focusing the structure of the SSA, and setting up a new Remuneration, structure and Performance System would help improve performance even if autonomy is not achieved. Similarly, more management and leadership-focused training will help the ``shift towards a more responsive and efficient SBS at the center of the SSS.

4.10.4 Constituents of SBS

As it is the case with NBS, for the meantime SBS should not concern itself with human population census. The constitution of the federal republic of Nigeria assigned that responsibility to the National Population Commission (NPOPC). Also to be left to NBS are foreign trade and Immigration statistics. But the State Data Bank should be component part of the State Bureau of Statistics.

4.10.5 Name for The State Statistical Agency

State Statistical Agencies are variously called, ranging from Directorate of Statistics to Central Statistics Office. It was therefore felt that the new agency we are envisaging have a new name and a new image. State Agency for Statistics was suggested in the Draft Report. This new name was subjected to discussions at the Zonal review meeting of the draft report at Kaduna, Jos, Owerri and Akure. At the end, the overwhelming view was that the state Statistical Agency should be named and called State Bureau of Statistics in line with what happened to the National Statistical Agency (the Federal Office of Statistics which is now called the National Bureau of Statistics (NBS).

4.10.6 Common Statistical Service

Decree 43 of 1988, did not destroy the common statistical service as it did at the Federal Level; SSA still out-posted their staff to ministries and supervised them. But this had no backing in law, any ministry that wanted could reject the staff posted to it (there was a case of rejection in one state). In the plan, Common Statistical Service should be compulsory because Ministries and LGAs have no idea of what statistics to produce and how to produce them. The advantages of these arrangements were identified as better prospects for training and professional advancement for statistical staff; and improved quality of administrative data. In LGA, SBS should maintain its office but still outpost staff into the LGA to man their office.

4.11 PROPOSED PRIORITIZATION AND SEQUENCING OF ACTIVITIES

The Master Plan has identified the main activities to be carried out in order to realize the vision and mission of the State Statistical System. These activities will help to fill the existing data gaps and to build sustainable capacity for national statistics development. These activities together with targets to be met are presented in Annex VII.

After identifying the data gaps and activities to be carried out to fill the gaps and to build capacity, the next logical step was to prioritize these activities. The activities have been prioritized using the criteria given hereunder, sequenced and then costed.

The following activities have been given higher priority and therefore are undertaken in the first few years of the Plan. Highest priority activities will be undertaken in year one of the Plan period.

a) activities that will provide data for informing and underpinning major development initiatives of government such as SEEDS such as the clearing the backlog of data needed to provide benchmarks for SEEDS, surveys (in collaboration with NBS) that will provide data for monitoring SEEDS e.g. Service Delivery Survey (CWIQ).
b) activities aimed at organizational development and building infrastructure and capacity e.g. up-dating the legal framework, raising greater awareness about statistics, giving training in management to leadership of SSA and later SBS, provision of IT equipment, etc have been given high priority.
c) those activities which will provide a basis for undertaking other activities have been given priority e.g. building survey infrastructure such as EA and establishment frames.

4.12 Critical Risk and Mitigating Measures

The following table presents critical risks and mitigating measures.

Table 4.5: Critical risks and mitigating measures.

Risk	Risk and Mitigating Measures	Risk Rating with Mitigation
Overall goal		
Commitment of government to support statistical work	(a) Statistical advocacy including demonstrating the power of statistics and training of officials and users in the use of statistics; (b) increase the quality and quantity of statistical data to promote value of statistical development policies and initiatives.	Low
Political interference	A new Statistics Edict that provides for professional independence in statistical production and appointment of staff	Very Low
Capacity of the SSA (later SBS) and other agencies to sustain the development of the statistical system	Capacity will be progressively built at SSA (later SBS), line ministries and LGAs for data collection and management through: (i) Training, skilling and re-skilling; and (ii) Provision of various types of equipment	Low
Strategic Goals		
Absorption capacity of the SSA (later SBS) and other statistical producing agencies in line ministries and LGAs is insufficient to implement the Master Plan	(a) Increase the number and capacity of professional staff planned during Plan implementation period (b) Establish a Master Plan Implementation Unit (c) Provide technical assistance in critical areas.	Low
Recruited and newly trained staff are not retained in the statistical system	Improvements in: (a) the incentive structure such as better working environment (better offices, modern equipment) and research organization which attracts better remuneration than the Civil Service (b) opportunities for further training	Low

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Activities and responsibilities of different statistical agencies are not coordinated	(a) creation of more effective coordination mechanisms (e.g. the Board of Directors, the SCCS, etc). (b) strengthening of a Common Statistical service, (c) increase communication and information sharing among statistical agencies.	Medium

(i) Low = less than 30% (ii) Very Low = Less than 20% (iii) Medium = 30% - 50%

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Chapter Five

Implementation Arrangements, Monitoring and Evaluation

In the last Chapter, we presented the strategies for strengthening the State Statistical System (SS). In order to turn the Vision and Mission of the SSS around, it is necessary to implement these strategies properly. Effective and proper implementation of the plan will of necessity need close monitoring. At the end of the plan period, there is the need for its evaluation. We shall discuss these processes designed for effective implementation of the State Master Plan below.

5.1 Implementation

It has often been said that Nigerians are not bereft of good policies, plans and strategies but implementation is usually the problem. Thus plans/strategies formulated but not implemented are like building castles in the air which are nothing but emptiness. Implementation of strategies is therefore seen as the most important factor shaping management and corporate valuations. Master Plan implementation will involve, among other things, mobilizing drivers of strategic success including: establishing a new legal framework, creating-supporting organizational structure, creating strategy awareness; and managing change.

5.1.1 New Legal Framework

It is important that consensus is built around the proposed statistics Edict before it is submitted to the state government officially. The SSA should take the initiative to sensitize the main stakeholders including lawmakers, Line ministries, donor communities, and the general public to the existence and need for the edict. The Economic Adviser will be requested to prepare a memorandum on the statistics Edict for the consideration of the state Government. Consequently, the SSA should do a follow-up of the Edict to the Attorney General and Commissioner for Justice Office to ensure that it is drafted into a bill for the State House of Assembly's approval. The Economic Adviser's role in the sensitization of the legislators on the Edict and the master plan is by no means invaluable.

The staff of the SSA should also study the edict for possible errors of omission and distortion introduced by legalistic language.

5.1.2 Creating Plan-Supporting Organizational Structures

(a) Structure of the State Statistical System.

Strategy implementation invariably requires change of organizational structures to take account of their new role, status and challenges that lie ahead. The structure defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy levels and value added, allocating resources and determining skills requirements and affordability.

An appropriate structure was proposed for the SSS in Chapter 4. The new structure provides for further professionalization of the SSA and a conducive career path for all staff of the office. Provision has been made in the Plan to support new structures with

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new and more modern management systems and procedures and enabling infrastructures (physical and technical).

As much as possible, building bureaucracy, autocracy and top-down management style should be avoided in preference for streamlined, participatory and coordinated style of management that breaks down organizational silos and encourages cross-functional and problem-solving teamwork. To do this, a number of layers of management as well as working groups to handle specific cross-functional tasks. In particular, this will be done by developing the following layers of management:

Management Team: this will consist of Heads of Departments and Specialized Units that will meet regularly, say once every week, under the chairpersonship of the State Statistician-General, to discuss main issues and coordinate the SSA's activities. It is important that the meetings of the Management Team are taken seriously and are held as planned.

Departmental Teams: will be constituted comprising of the Head of Department, Divisions and Branches. This team will be required to meet regularly to discuss issues and matters affecting the Department and feed their deliberations into the Management team meetings.

Standing Committees and temporary working Groups: these will be established to handle specific cross-functional tasks.

Proposals are also made in the last chapter on streamlining and professionalizing the statistics functions of line ministries (the Planning, Research and Statistics Department) unit the State Bureau of Statistics (SBS) is established, however, the SSA will be responsible for coordinating the implementation of the Master Plan.

(b) Structures for Coordinating the SSS

Structures and systems for coordinating SSS will be established including:

- the Board of Directors of SBS
- the recommended structure of SBS including the Department of Coordination and Cooperate Planning
- the State Consultative Committee on Statistics
- the Common Statistical Service
- production and the Code of Conduct in the production of Official Statistics
- development of a Compendium on Main Concepts, Definitions, Norms and Classifications,
- updating General Data Dissemination System (GDDS)
- publishing a quarterly SSS Newsletter
- developing LANs and WANs.

(c) Steering Committee for the Statistical Master Plan

As mentioned earlier, the SSA and later the State Bureau of Statistics (SBS) will have overall responsibility for coordinating the implementation of the Master Plan.

A number of processes will be put in place to coordinate activities. In order to coordinate the implementation of the SSMP, a Steering Committee on the Statistical Master Plan, (SCSSMP) will be set up at an early stage to include up to 8 senior representatives from all the agencies involved in implementation.

Composition

- Ministry in-charge of Economic Matters Chairman
- State Statistical Agency/State Bureau of Statistics
- Ministry of Finance
- Ministry of Agriculture
- Ministry of Education
- Ministry of Health
- Ministry of Local Government and Chieftaincy Affairs
- State Master Plan Implementation Unit Secretariat

Functions

The functions of the Committee will be:

- To review progress of the implementation of the State Master Plan
- To monitor progress of the implementation of donor funded projects supporting implementation,
- To approve work programmes, procurement plans, budgets etc.
- Address critical issues that could hinder the implementation of the State Master Plan
- Approve progress reports, etc.

Meetings

The Committee will meet as required, but at least it will meet once every three months initially, until the SBS Board is established and functioning.

Reporting

The Steering Committee for the State Statistical Master Plan (SCSSMP) will initially report and make recommendations to the Economic Adviser to the State Governor. But as soon as the new Statistics Edict comes into effect and SBS and its Board established, the Committee will cease to exist and its functions will be performed by the Board.

(d) Master Plan Implementation Unit

To coordinate and manage day-to-day activities, and especially the various donor-funded projects supporting implementation, a Master Planning Implementation Unit (MPIU) will be established in SBS.

Functions

The MPIU will have day-to-day responsibility for supporting the implementation of the State Master Plan and especially for managing the various donor-funded projects. Its main functions will include the following:

- Coordinate project activities as well as the activities of all beneficiary agencies.

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- Manage activities such as procurement, in line with the rules and procedures agreed with donors.
- Manage reporting and auditing activities, ensuring the timely preparation and dissemination of reports on activities and financial reports as required by the SCSSMP and the agreements with donor agencies.
- Ensure compliance with donors' procurement and financial management requirements and keeping and maintaining appropriate records and documentation.
- Arrange external audits as required.
- Act as the secretariat for the SCSSMP and other structures and processes established to support the Master Plan.
- Prepare work programmes, budgets, procurement plans, etc.
- Prepare regular reports and other project monitoring activities

Composition

The MPIU will be headed by a Coordinator who will be the Director of Methodology and will have appropriate number of full-time staff as set out below. In addition to the Coordinator, there will be a Project officer, who will deputize for the Coordinator as required, an Assistant Project Officer, a Finance Officer, an assistant Finance Officer, a Procurement Officer and an Assistant Procurement Officer, an Internal auditor, a Secretary and an Office Assistant. Terms of reference for these posts are given in annex VIII. To support the initial implementation of the State Statistical Master Plan, especially the transformation of the SSO into SBS, an external adviser may be recruited for a period of two years initially, to advise the State Statistician-General and senior Management of SBS and the other implementing agencies. This person will be recruited under terms and conditions that will attract competent and knowledgeable persons.

Establishment

The MPIU will need to be established before implementation of the State Statistical Master Plan and the donor-funded projects become effective. In particular the posts will be established and the Coordinator, Project Officer, Finance Officer and Procurement officer will all be in post. All the staff of the MPIU will be members of staff of SSO/SBS and will be subject to the same terms and conditions of employment as all other staff members.

(e) Technical Assistance

There will be a need for in-process guidance and hands-on technical assistance in those areas in which there is limited capacity or no capacity at all (new areas). This assistance will be particularly crucial in the early stage of Pan Implementation. A total of 81 person-months of technical assistance in different areas have been identified and are presented in table 5.1 below.

Table 5.1: Technical assistance for the implementation of the Master Plan

Purpose of assistance	Person-months YR1	YR2	YR3	YR4	YR5	Total
Short-term, International/National						
Develop Co-ordination mechanism Human resource development strategy and Review	3	0	0	0	0	3

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of training Needs

Development of training programme	2	0	0	0	0	2
Training for Top-management	14	14	0	0	0	28
Training for data collection and analysis	1	1	1	1	1	5
Special IT Training	1	0	1	0	1	3
Enhancement of data quality	1	0	0	0	0	1
Develop LAN, WAN and website state/LGA links	0	0	1	1	1	3
Develop and maintain state Data Bank	0	3	2	0	0	5
Establish improved library	2	1	1	0	0	4
Develop a dissemination policy	0	2	0	0	0	2
Define statistics collectible from Line Ministries	0	6	0	0	0	6
Establish Management System	8	0	0	0	0	8
SEEDs monitoring system	0	0	2	0	0	2
Update the State Master Plan.	0	2	0	0	0	2
Develop GIS capability	0	4	0	0	0	4
Integrate gender issues	3	0	0	0	0	3
Develop IT Strategy	4	0	0	0	0	4
SSMP Adviser	12	12	0	0	0	24
Procurement consultant	3	0	0	0	0	3
TOTAL	54	45	8	2	3	112

To position the SBS for the task ahead, advisers will be required to focus technology transfer and imparting workplace skills and expertise on the staff of the State Bureau of Statistics.

5.1.3 Creating Plan Awareness

Often plans and strategies are formulated but are not communicated to the work force. Low performance has been discovered to be associated with organizations where drawn-up plans/strategies have not been communicated to the workforce responsible for implementing the strategies. It is important, therefore, that everyone in the State Bureau of Statistics and all stakeholders in the SSS including policy and decision-makers get educated about, understand and share the vision and mission of the SSS, the strategies for achieving them and how their individual actions and those of others will contribute to the success of the strategies in the plan. Strategy awareness should, therefore be created in the SBS, line ministries, and local governments.

Extensive and consistent communication programme will be mounted to develop an understanding of the plan strategies, mobilize staff to support them, educate staff about management systems and provide for feedback about the strategies. The communication programme will also aim to use different communication media including seminars and workshops, newsletters, brochures, bulletins, intranet etc. The State Statistical Master Plan has made provision for facilitating this type of communication.

It is to be emphasized that the communication programme will also aim at breaking communication barriers at the SBS and SSS through enthronement of co-operation, collaboration and net-working; encouragement of a two-way free flow of information and ideas on initiatives for achieving the objectives of the plan namely top-bottom and bottom-top.

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5.1.4 Managing Change

It cannot be emphasized enough that change is a way of life; it is the way to stay competitive and to grow. Indeed, breakthroughs in performance require that major changes be undertaken as drivers of strategic success. Change is always underway with all organizational systems and processes intrinsically subject to constant review caused by the ever-present social, economic and technological trends in society. While change is an opportunity, it is usually viewed as a threat and is always resisted. Indeed "resistance to change can be considered the single greatest threat to successful strategy implementation of the Master Plan. Fred R. David (1997) has identified main causes for resistance to change as feeling of loss of status, implied criticism of present competence, fear of failure on the new situation, annoyance at not being consulted, lack of understanding of the need for change, or insecurity in changing from well-known and fixed methodologies or false comfort or false comfort in the status quo and working with a fixed mindset.

It is, therefore, very important that the Master Plan is implemented in such a way that change is well managed so that individuals can see it as an opportunity to enrich their careers and personal lives. Change will be managed, among other things, by anticipating the focus of resistance, eliminating unnecessary resistance caused by misconceptions through communication and creating a situation of participation and full explanation when changes are envisaged. Work ethics and mindsets will be made to become a habit for everybody.

5.1.5 Creating a Plan/strategy supportive culture

For the Plan/strategy to succeed, it should be strongly supported by a conducive organizational culture. So implementation of the Plan will involve creating a new set of Values, value systems and a performance-based culture that links everyone and every unit at the SBS to unique features of the strategy. In particular, the core corporate values which have been identified above will be promoted. An equipment maintenance culture will also be promoted.

5.1.6 Extending the SSMP to Local Governments

Following the development of the State Economic Empowerment and Development Strategy (SEEDS) Local Government Economic Empowerment and Development Strategy (LEEDS) has already been developed in the twenty one Local Government Areas in Anambra State. It is therefore important that the re-engineered SSS should prepare adequately to respond to data needs for monitoring the implementation of these strategies.

5.1.7 Developing business plans and resource allocation

The plan provides strategic directions. However, for its day-to-day implementation, the Plan will need to be translated into action plans or annual work programmes and budgets, with appropriate mechanisms for monitoring and assessing progress. The annual business plans constitute a tool for internal business management, informing users and other data producers regarding agencies' products and are the key documents for negotiating with government and donors for resources. Specifically, the business plans are essential for:

- Defining objectives,
- Guiding and representing a basis for resource allocation

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- Focusing activities towards meeting strategic goals
- Establishing priorities and for outlining indicators for measuring progress
- Serving as major instruments for setting standards of performance and for monitoring progress towards achieving long-term goals and objectives.

Each Department at SSO (and later SBS) will be required to develop its own annual objectives and an action plan, with detailed business objectives that are linked to the Master Plan. Every effort will be made to ensure that the annual objectives and action plans are well conceived and consistent with the overall goals and objectives of the Plan. The plans will be compiled outlining the specific actions to be taken, when and by whom in order to achieve the Agency's goals within the budgetary and resource framework and will be monitored through quarterly reports. Each member of staff will be required to have a clear idea of what he/she is supposed to achieve and how individual performance will be assessed. Managers will need to be assured that they will have resources needed to achieve set goals and targets. The successful completion or progress towards achieving the plan objectives will ensure that the organization's strategic goals are being achieved.

Resource allocation

All organizations have at least four types of resources that can be used to achieve desired goals. These are financial, physical, human and technological resources. Allocation of these resources is a central management activity that allows for strategy implementation. Every effort will be made to minimize the factors that commonly prohibit effective resource allocation including too much emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks and a lack of sufficient knowledge.

5.2 MONITORING AND EVALUATION

The implementation of the Master Plan will be effectively monitored and at the end of the Plan period, its impact evaluated. Monitoring is essential: (i) to ensure that stated goals are being achieved (ii) for tracking inputs, activities and outputs, (iii) to determine if implementation is on course or not, (iv) to alert management on problems or potential problems before the situation becomes critical, and (v) for taking corrective actions to ensure that performance conforms to strategy or that the strategy is revised in the light of new experience.

There will be many factors such as ineffectual policies, unexpected turns in the economy, ineffective strategies, which can result in unsatisfactory progress towards meeting goals.

Also problems can result from ineffectiveness (not doing the right things) or inefficiency (doing the right things poorly). Monitoring will keep track of these factors and changes and enhance the ability to adapt successfully to these changes. Such changes will include for example alterations to the structure in agencies, replacing one or more key individuals, establishing or revising objectives, devising new policies, allocating resources differently or developing new performance incentives. Monitoring will be done on a continuing basis to keep close to the pulse of the Bureau. Hence by monitoring the implementation of the Plan, managers will be able to get a picture of whether set goals and targets are being achieved or are likely to be achieved.

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Monitoring will be ineffective unless there are actions taken in response to what is measured and reported. There will thus be a need to learn from insights and experiences. For instance, if monitoring shows that a particular activity is on a wrong track, corrective measures will need to be taken or the implementation strategies will need to be revised. In that sense, the Master Plan will be a living document that will require adjustments as objective conditions change. Monitoring will also be essential for providing information that is required for accountability purposes.

System-wide indicators will be used to provide an overview of the statistical production across the SSS, Bureau-related indicators will be used to provide a pointer to the breadth and depth of statistical activities undertaken within the SSS while output indicators will provide an overview of the internal capacity of agencies producing them.

For meaningful monitoring, however, only a few indicators selected on each of the five strategic themes will be monitored. These indicators are presented in table 5.2. For some activities, quantitative targets have been set and these are presented in table 5.3 below.

At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set goals. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the Plan will very much take this into account.

The above indicators will be supplemented by information from other sources, including statistical mission reports, surveys of users of statistical products, and an independent assessment of statistical products against the Master Plan, audits of management/facilities, human resource training records and GDDS metadata.

Benchmarking will be systematically undertaken. Benchmarking is a method of making systematic comparisons in specific areas with other relevant organizations and especially with those organizations with best performance. Two types of benchmarking will be done, namely internal and external benchmarking. Internal benchmarking will be done to compare results from different Departments, Branches and Sections with reference to such things as timeliness, user satisfaction. This will be a basis for assessing performance and for improvements. External benchmarking on the other hand will be done to compare one state Bureau of Statistics with that of a high performing counterpart.

The Plan will assist to rebuild the infrastructure and to equip data producing-agencies to a level where they can be able to produce good data efficiently and in a sustainable manner. In this connection, the following activities will be undertaken.

The following reports will be prepared on the implementation of the Master Plan:

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Quarterly Progress Report:

The Statistics Edict provides for the Board of Directors of the SBS to present to the Stat Government a Quarterly Progress Report (QPR) coving all statistics activities undertaken during the quarter, constraints and successes, and highlighting plans for the next quarters.

Project Management Report

A project Management Report (PMR) with key financial data for the quarter and budgeted activities for the next two quarters will be prepared. The main purpose of this report will be to provide managers and the Steering Committee with timely and update information on implementation of project components, highlighting issues and problem areas, recommending actions and commenting on progress in implementing previous recommendations.

Annual Review

In addition to the QPR and MPR, there will be need for an annual process of monitoring the implementation of the SSMP, with mechanisms for changing activities and targets, if this proves necessary. The Annual Review (AR) will be undertaken by the State Planning Commission, State Ministry of Finance and representatives of development partners/donors.

Mid-term Review

The Mid-term Review (MTR) is a more formal process that will be undertaken to ensure that the SSMP is still relevant and for agreeing on changes in both the strategy and work programmes, where these are needed and justified. In addition, the mid-term review will reallocate resources according to performance and needs.

The MTR will be undertaken by the State Planning Commission, State Ministry of Finance and representatives of development partners/Donors.

Terminal Review (TR)

At the end of the Plan, there will be an external evaluation, Terminal Review (TR), which will be carried out by the State Planning Commission, State Ministry of Finance and the representatives of development partners/Donors. The external reviews will also use the identified performance indicators.

Benchmarking

Benchmarking is a method of making systematic comparisons in specific areas either within an organization or with other relevant organizations and especially with those organizations with best practices. The aim is to determine areas where improvements can be made. Internal benchmarking will be done by incorporating existing best practice and comparing results from different Departments, Branches and Sections with reference to such thins as timeliness, user satisfaction, etc. The benchmarking will form a basis for assessing performance in different work areas. On the other hand, inter state benchmarking will be done to compare the SBS performance with those of other States Bureaus of Statistics in the country where some of the above developments are more advanced and which might be able to provide some data for benchmarking progress.

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Also a peer review process will be initiated whereby a "peer review team" of experts is invited to review strategic goals and objectives, strategic targets, etc.

Table 5.2: Framework for Plan monitoring and evaluation

Plan Development Goal	**Outcome Indicators**	**Use of results Information**
State Statistical Agencies to provide reliable, timely, and accurate economic, financial, socio-economic, demographic and other data in line with international best practices and frameworks and user needs	*Access to information* * Increase in the rate of user satisfaction (include consultation, usefulness of products etc) * Targeted statistical products are easily accessible in relevant media with metadata and interpretation of findings, etc. **Coverage/Accuracy/Reliability:** * Data sources are sound and related to the targeted coverage * Validation is carried out for at least 90% of data sources and statistical products ***Timeliness*:** * Reduction in time lag between data collection and dissemination * Statistical outputs are released within the time limits and with frequency meeting GDDS requirements	YRI-YR2: these results can be sued as baseline data to measure the project impact. YR3: no improvement in these results indicates that the project components and the implementation strategy may need to be re-examined. YR5: these results are compared with baseline data to evaluate the project impact
Intermediate result one per component	**Results of Indicators for Each Component**	**Use of Outcome Monitoring**
1. Regulatory and institutional frameworks are improved for national statistical agencies to be more effective	1.1 Statistical legislation and regulations provide for institutional and regulatory framework and Safeguarding confidentiality of source data 1.2 Mechanisms for effective inter-agency coordination are established and operational 1.3 duplication of data collection among agencies is eliminated at state and national level 1.4 Mechanisms for effective dialogue between the data users and producers ar e operational 1.5 Cost effective and efficient methods used for statistical operation.	YRI-YR5: absence of these results may indicate that the legal and institutional frame work to assure efficient statistical operations is not in place.

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2. Management and human resources are in place to meet statistical demands of the public, especially of the policy makers	2.1% of staff who have acquired skills 2.2% of staff audited who use and upkeep acquired skills 2.3% of users with improved analytical capabilities 2.4% of staff of data producing agencies who feet management is responsive to their work needs and problem solving oriented.	YRI - YR5: low levels or absence of these results may show that statistical output do not meet internationally accepted standards.
3. Main statistical agencies have developed upgraded and put into operation their core statistical programmes and disseminated the results	3.1 Internationally accepted standards and methodologies are used in data production 3.2 Targeted sampling frameworks for surveys compiled and applied 3.3 Required economic and social classifications adapted 3.4 Sound and well-accepted statistical techniques are used for data collection, compilation, and validation 3.5 Targeted surveys conducted and results disseminated 3.6 Targeted sectoral statistics produced 3.7 Increase in the rate of data provision of Administrative statistics	YRI YR5: low levels or absence of these results may show that the statistical system may not be able to produce targeted statistics required for policy making
4. Investment in physical infrastructure and equipment to facilitate the production and dissemination of data by statistical agencies are undertaken and adequately maintained	4.1 Physical infrastructure is adequate and well maintained 4.2 IT infrastructure is adequate and well maintained 4.3 Data Banks developed and maintained	YR1-YR5: absence of these results may indicate that the statistical system may not be operating efficiently.

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Table 5.3: Results monitoring table

		Target Values					Data Collection and Reporting		
Outcome Indicators	Base line	07	08	09	10	11	Frequency and Reports	Data Collection Instruments	Responsibili ty y for Data Collection
Access to Information/dissemina tion 1. Rate of user satisfaction increases (include consultation, usefulness of products etc.)	TBD In YR1	3	3	2	2	2	Yearly cumulative reports. The report for YR1 describes baselines and reports for subsequent years evaluate progress against baselines/targets.	1. Survey of users of statistical products/or outcome of user/producer workshop	
2. Targeted stat products are easily accessible in relevant media with metadata and interpretation of findings, etc.	TBD YR1	4	4	4	4	4		2. Independent assessment of statistical capacity and products against original master plan	Same as above
Coverage/Accuracy/ Reliability 3. Data sources are sound and relate to the targeted coverage	Report TBD YR1	3	3	3	3	3		3. Same as above	Same as above
4. Increase in validation carried out for data sources and statistical products	IMF GDDS And ROSC Report	5	-	-	-	2		4, Same as above	Same as above
Timeliness: 5. Reduction in time lag between data collection and dissemination	Same as above	5	4	4	4	4		5. Same as above	Same as above
6. Statistical outputs are released within the time frequency meeting GDDS requirements								6. Same as above	Same as above

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Results Indicators for Each Component									
1.1 Statistical legislation and regulations provide adequate institutional and regulatory framework and ensure efficient and coordinated statistical operations	Assess ment in SSMP and IMF GDDS And ROSC report	3	-	-	-	-	Yearly cumulative reports. The report for YR1 describes baselines and	1.1 Review of regulatory framework for production and dissemination of information	SBS and PIU
1.2 Mechanisms for Effective inter-agency Coordination are Established and operational and duplication of data collection among agencies is eliminated at State and Local Government levels	Same as above	2	2	2	2	2	Reports for subsequent years evaluate progress against baselines/targets	1.2 Review of coordinating framework for production and dissemination of information.	Same as above
1.3 Mechanisms for effective dialogue between the data users and producers are operational	Same as above	2	4	4	4	4		1.3 Review of coordinating framework for user-producer dialogue	Same as above
1.4 Cost effective and efficient methods used for statistical operation	TBD YR1	2	-	-	-	-		1.4 Workplace audit	Independent auditing body
2.1 % of staff who have* required skills 2.2 % of staff audited who use and upkeep acquired skills* 2.3 % of users with improved analytical capabilities* 2.4 % of staff of data producing agencies who feel management is responsive to their work needs and problem solving oriented*	TBD YR1 TBD YR1 TBD YR1 TBD YR1						Yearly cumulative reports showing evaluation by auditors. The report for YR1 describes baselines and reports for subsequent years evaluate progress against baselines/targets	2.1 Post training evaluation, individual HR assessment or HR training records. 2.2 Staff workplace audit 2.3.Post training evaluation 2.4 Staff workplace audit	Independent evaluation/ auditing body

3.1 Internationally Accepted standards and methodologies are used in data production 3.2 Targeted sampling Frameworks for surveys compiled and applied. 3.3 Required economic and Social classifications adapted 3.4 Sound and well-Accepted statistical techniques are used for data collection, compilation, and validation. 3.5 Targeted surveys Conducted and results disseminated 3.6 Targeted sectoral Statistics produced Increase in the rate of Data provision of administrative statistics	Asses-sment in SSMP and IMF GDDS and ROSC report Same as above Same as above TBD YR1 TBD YR1 TBD YR1	1 2 20 20 57	1 2 24 24 61	1 2 21 26 63	- 2 23 30 67	- 2 21 30 67	Yearly cumulative reports. The report for YR1 describes baselines and reports for subsequent years evaluate progress against baselines/targets		SBS and line ministries (MoA, MoE, MoH)
4.1 Physical infrastructure Is adequate and well maintained 4.2 IT infrastructure is Adequate and well maintained	Assessment in SSMP and IMF GDDS and ROSC report Same as above						Yearly cumulative reports showing evaluation by auditors. The report for YR1 describes baselines and reports for subsequent years evaluate progress against baselines/targets	4.1 Facility and equipment audit 4.2 IT equipment audit	Independent evaluation/ auditing body

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Chapter Six

Proposed Budget and Financing Plan

This section provides indicative costs of the Plan and proposes funding arrangements. The costs are required to give an indication of the required level of investment for effective implementation of the Plan and the development of the State Statistical System. Various considerations and assumptions made in the budgeting process are presented.

6.1 PROPOSED BUDGET

The proposed budget for the SSMP is divided into two parts, recurrent and development. The recurrent budget includes salaries and overhead costs while the development budget includes expenditures on organizational development, human resource development, data development, infrastructure and equipment and MPIU.

6.1.1 Recurrent Budget

Size of Budget

Table 6.1 presents a summary of the annual recurrent budget for the Bureau. The estimated annual recurrent expenditure is N363,465,185 or $2,817,559.60 (at $1 = N129)

Assumptions about the Budget

As already mentioned, the SBS will be a scientific and research-based organization. Therefore its salary structure is drawn from the "Harmonized Tertiary Institutions Salary Structure (HATISS IV) of the State government. The salary of the "Head of the Office is equally based on the Government's Harmonized Salary structure and allowances for Top Federal Public Office Holders (i.e. Consolidated Scale IV)"2.

Table 6.1: **Derivation of Staff Salaries**

S/No.	RANK	HATISS	STEP
Top Management			
1.	Statistician-General CS4	CS4	
Professionals			
2.	Directors	15	1
3.	Deputy Directors	14	1
4.	Assistant Directors	13	2
5.	Chief Statisticians	13	1
6.	Assistant Chief Statisticians	12	2
7.	Principal Statisticians	12	1
8.	Senior Statisticians	11	1
9.	Statistician I	10	1
10	Statistician II	9	1
Sub-Professionals			
11.	Chief Statistical Officers	11	1
12.	Assistant Chief Statistical Officer	10	1
13.	Principal Statistical Officers	9	1

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14.	Senior Statistical Officers	8	1
15.	Statistical Officers	6	1
16.	Assistant Statistical Officers	5	1
Support Staff			
17.	Secretaries (05-11)	7	1
18.	Data Entry Officers (05-11)	6	1
19.	Drivers (02-05)	3	1
20.	Messengers (01-05)	3	1

It was assumed that the overhead cost is like the cost of maintaining the personnel, therefore we applied the formula of determining the maintenance cost of equipment just purchased i.e. 20% of the personnel cost was used to estimate the overhead costs. It must however be said that this is rough estimate. The actual budgetary cost will be calculated when the Board of the Bureau has set salaries and allowances of the staff and the allowances of Board members.

It is important to mention that the above budget does not include the cost of the building for SBS which the State government may build or purchase for the Bureau.

6.1.2 Capital Budget

Table 6.2 presents the summary of budgeted amounts for funding by development partners. The detailed budget giving costs of activities under each of the main components of the SSMP is given in Annex VII.

Table 6.2: Summary of Capital Budget (US$,'000)

Component	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A. Organization Development						
A.1. Legal Framework	24.7	-	-	-	-	24.7
A.2 Institutional Framework	109.308	98.1	57.9	42.0	42.0	349.308
B. Human Resource Development						
B1. Human Resources Development	100	-	-	-	-	100
B2. SBS	192.8	187.8	223.8	235	155	1994.4
B3. Line Ministries	40	20	40	40	40	180
B4. Local Government Statistical Units	20	20	20	20	20	100
B5. University Statistics Departments	-	10	10	10	10	40
C. Data Development						
C1. Enhancement of Data Quality	60	-	-	-	-	60
C2. Censuses and Surveys	122.3	137.3	246.3	622.3	2676.3	3804.5
C3. Data Management Dissemination and Access	161.9	411.5	196.4	36.4	246.4	1052.6
D. Infrastructure and Equipment						
D1. SBS	2386.6	492	103	10	192	3183.6
D2. Line Ministries	15.4	-	9.8	-	-	25.2
D3. Local Governments	40	40	96	84	45	305
D4. University Statistics Departments	-	11	-	-	-	11
E. Project Management and Implementation						
E1. Implementation Unit	368.9	260	20	20	20	688.9
Grand Total	3641.908	1687.7	1023.2	1119.7	3446.7	10919.208

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6.2 INVESTMENT PLAN

The following table presents the proposed investment plan for the SSMP.

Table 6.3: Proposed investment plan (million US $)

Source	Pre-Plan	YR1	YR2	YR3	YR4	YR5
A. Recurrent Budget		2.8	3.1	3.4	3.7	4.1
B. Development budget						
Donor						
(a) Design of SSMP	0.06					
(b) SSMP implementation		3.63	1.49	0.81	0.67	1.36
Government						
(a) Purchase of building for SBS	2.00					
(b) SSMP implementation			0.17	0.20	0.45	2.04
Sub-total	2.06	3.63	1.66	1.01	1.12	3.40
Grand Total	2.06	6.43	4.76	4.41	4.82	7.41

The budget for the Master Plan will be met from two sources, namely donors and the government. It is expected that donors will assist government with grants and loans to invest in statistical development using the State Statistical Master Plan framework. Already the World Bank has funded the preparation of the SSMP and a World Bank STATCAP Project has been prepared for possible funding using the STATCAP lending programme for supporting statistical capacity building in developing countries. Other donors are being approached to support the SSMP.

State Government will be expected to fund the recurrent budget. So, the contribution of development partners will be high in the first years of the Plan and government will increasingly shoulder the responsibility of funding the system and its activities as funding by development partners reduces. In YR 5 for instance, it is expected that government will be meeting all recurrent budget and greater part of the development budget.

6.3 SUSTAINABILITY

Many statistical activities especially those started using donor funds have tended to stop once donor assistance ended. It is crucial that the SSS becomes sustainable over the long-term. This is possible if organizational structures and cultures are dynamic and responsive, if requisite capacity can be built, and if the government can progressively increase it's funding for the activities originally funded by donors. This Plan provides for all this to be done thereby increasing the prospects for the sustainability of activities started under the Plan.

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Part Three

Annexes

ANNEX I.

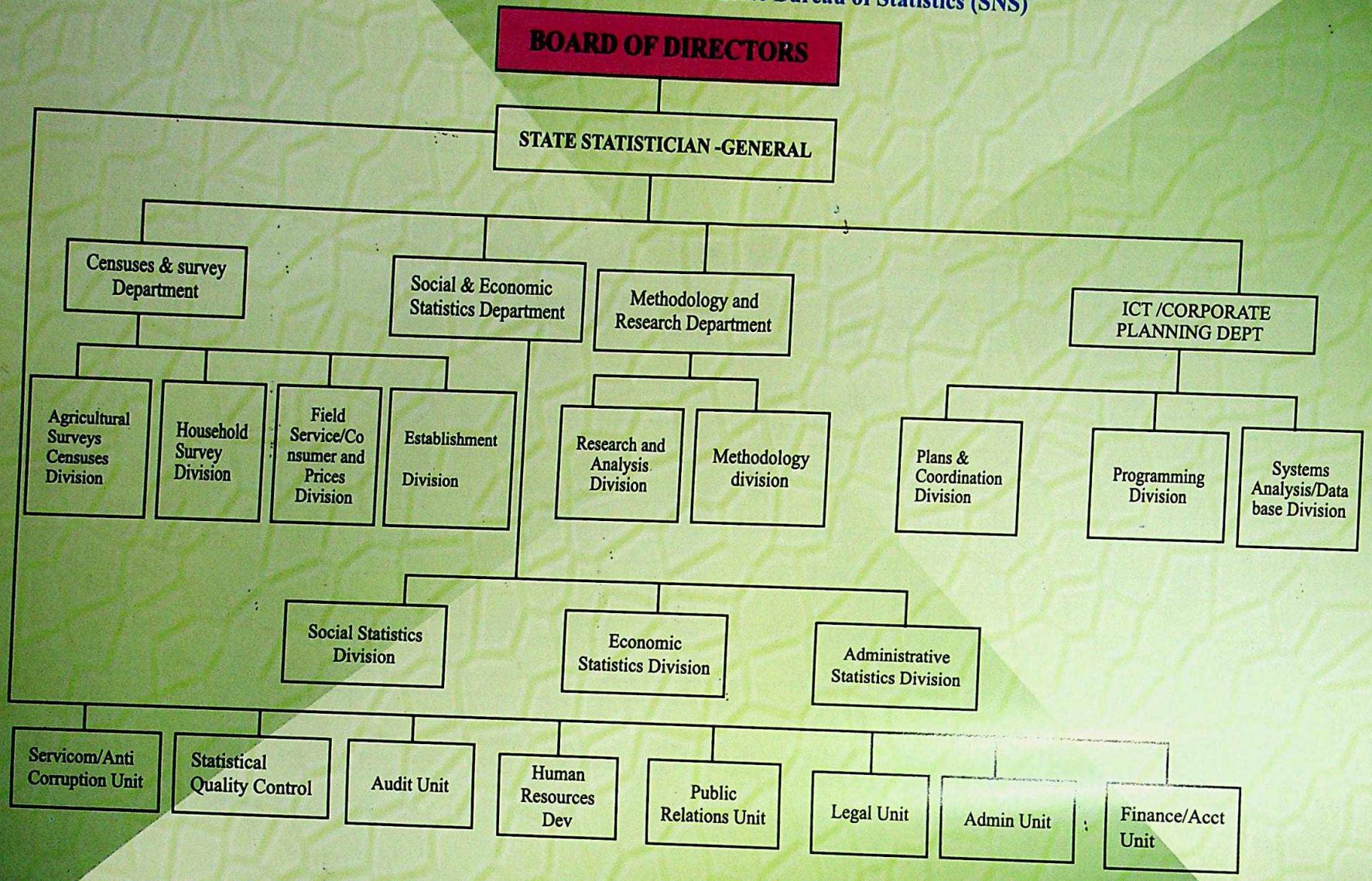
ESTIMATE OF ANNUAL RECURRENT COST OF SBS

S/No	Rank	No	Salary scale	Basic Annual Salary (Unit)	Basic Annual Salary	Accom-modation	Transport 25%	Meal Subsidy	Utility 20%	Domestic Servant	Leave Grant 10%	Medical 10%	Furniture 40%	Driver	Total
A	Personnel Cost														
A 1	Top Management														
A 1.1	C D	1	CS4	865,200	865,200	648,900	216,300	14,400	173,040	360,000	86,520	86,520	346,080	124,147	2,921,107
A 2.0	Professional		HATISS IV												
A 2.1	Ds	4	15	453,533	1,814,132	1,088,479	453,533	50,400	362,826	960,000	181,413	181,413	725,653	496,588	6,314,438
A 2.2	DDs	6	14	406,772	2,440,632	1,464,379	610,158	75,600	488,066	1,440,000	244,063	244,063	976,253	744,882	8,728,096
A 2.3	AD	6	13	385,837	2,315,022	1,389,013	578,756	75,600	463,004	720,000	231,502	231,502	926,009	744,882	7,675,290
A 2.4	CS	10	13	367,771	3,677,710	2,206,626	919,428	108,000	735,542	NA	367,771	367,771	1,471,084	1,241,470	11,095,402
A 2.5	ACS	10	12	342,269	3,422,690	2,053,614	855,673	108,000	684,538	NA	342,269	342,269	1,369,076	NA	9,178,129
A 2.6	PS	10	12	328,888	3,288,880	1,973,328	822,220	108,000	657,776	NA	328,888	328,888	1,315,552	NA	8,823,532
A 2.7	SS	10	11	297,353	2,973,530	1,784,118	734,383	90,000	594,706	NA	297,353	297,353	1,189,412	NA	7,960,855
A 2.8	STAT I	10	10	266,965	2,669,650	1,601,790	667,413	72,000	533,930	NA	266,965	266,965	1,067,860	NA	7,146,573
A 2.9	STAT II	10	9	226,232	2,262,320	1,357,392	565,580	72,000	452,464	NA	226,323	226,323	904,928	NA	6,067,330
	SUB TOTAL			3,940,820	25,729,766	14,918,739	6,423,444	684,000	5,145,892	3,480,000	2,341,565	2,341,565	9,315,254		75,910,752
A 3.0	Sub Professional														
A 3.1	CSO	10	11	297,353	2,973,530	1,486,765	743,383	90,000	594,706	NA	297,353	297,353	1,189,412	NA	7,960,855
A 3.2	ACSO	10	10	266,965	2,669,650	1,334,825	667,413	90.000	533,930	NA	266,965	266,965	1,067,860	NA	7,146,573
A 3.3	PSO	10	9	226,232	2,262,320	1,131,160	565,580	72,000	452,464	NA	226,233	226,233	904,928	NA	6,067,330
A 3.4	SSO	10	8	192,165	1,921,650	960,825	480,413	72,000	384,330	NA	192,165	192,165	768,660	NA	5,164,373
A 3.5	HSO	10	7	163,031	1,630,310	815,155	407,578	72,000	326,062	NA	163,031	163,031	652,124	NA	4,229,291
A 3.6	SO	21	6	124,147	2,607,087	1,303,544	651,775	151,200	521,417	NA	260,709	260,709	1,042,835	NA	6,799,276
A 3.7	ASO	63	5	92,569	5,831,847	2,915,924	1,457,962	340,200	1,166,369	NA	583,185	583,185	2,332,739	NA	15,211,411
	SUB TOTAL			1,362,462	19,896,394	9,948,198	4,974,104	887,400	3,979,278		1,989,641	1,989,641	7,958,558		52,579,109
A 4.0	Support Staff														
A 4.1	Secretary	12	05 11	163,031	1,956,372	978,186	489,093	86,400	391,274	NA	195,637	195,637	782,540	NA	5,075,149
A 4.2	Data Entry Officer	8	05 11	124,147	993,176	496,588	248,294	57,600	198,635	NA	99,318	99,318	397,270	NA	2,590,199
A 4.3	Driver	6	02 05	66,085	396,510	198,255	99,128	32,400	79,302	NA	39,651	39,651	158,604	NA	1,043,501
A 4.4	Messenger	6	01 05	66,085	396,510	198,255	99,128	32,400	79,302	NA	39,651	39,651	158,604		1,043,501
A 4.5	Security Guard	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
A 4.6	Cleaner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
	SUB TOTAL			419,348	3,742,568	1,871,284	935,643	208,800	748,513		374,257	374,257	1,497,018		9,752,350
	GRAND TOTAL			5,722,630	49,368,728	26,738,221	12,333,191	1,780,200	9,873,683	3,480,000	4,705,463	4,705,463	18,770,830		138,242,211

ANNEX II

Anambra Statistical Master Plan for the State Statistical System (2007/8-20011/12)

Proposed structure of Anambra State Bureau of Statistics (SNS)



Annex III

A) UN Fundamental principles of official statistics

(Un Statistical Commission 1994)

- Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizen's entitlements to public information.
- To retain trust in official statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing storage and presentation of statistical data.
- To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standard on the sources, methods and procedures of statistics.
- The statistical agencies are entitled to comment on erroneous interpretations and misuse of statistics.
- Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
- Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
- The laws, regulations and measures under which the statistical systems operate are to be made public.
- Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system

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- The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
- Bilateral and multilateral cooperation in statistics contribute to the improvement of systems of official statistics in all countries.

B) DETAILS OF PROPOSED DEPARTMENTS AND DIVISIONS FOR THE STATE

AGENCY FOR STATISTICS AND THEIR FUNCTIONS

S/N	DEPARTMENTS	DIVISIONS	FUNCTION
1.	Censuses and surveys	1.1 Agricultural censuses and surveys	Annual agricultural crop sample survey, five or ten yearly sample census, fishery, livestock and forestry survey, census of Agric modern Holding.
		1.2 Household Surveys	Labour force consumer survey, core welfare questionnaires survey and all other household base d surveys other than Agric survey.
		1.3 Field Surveys	Complication and maintenance of frames i.e enumeration area and establishment frames, data collection for all surveys of SBS. Supervision of L.G.A. offices.
		1.4 Establishment Surveys	Census of industries and businesses, annual and quarterly esta blishment surveys, survey of hotels and restaurants, building and construction survey.
2.	Social and Economic Statistics	2.1 Social Statistics	Education Statistics Health Gender Environment
		2.2 Economic Statistics	State G.D.P, Price Statistics (retail and wholesale) Producer Price index.
3.	Research and Methodology	3.1 Research and Analysis	Research into local units of measure and s urvey methods. Support analytical functions of SBS, Quality

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		3.2 Methodology	control. Develop, set, maintain and promote statistical standards for the State Statistical system and SSA. Design of simply surveys, Design of censuses and surveys instrument. Preparation of five yearly and annual programs, budgets, quarterly and annual reports. Coordinate SBS and NBS activities, donors, and activities of Depts. of SBS. Produce integrating publication like State Statistical Year Book, Digest of statistics. Respond to local and international questionnaire.
4.	ICT/Corporate Planning	4.1 Systems analysis and data base, processing and development. 4.2 Programming 4.3 Plans and coordination	Network design and installation and development of application software, servicing of data bank. Preparation of Programmes, budgets and reports. Run the library and the sales outfit of SBS. Tender secretariat.

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UNITS:			
	1. Servicom and Anti corruption		Name explains
	2. Audit		Name explains
	3. Public Relations		Name explains
	4. Legal Unit		Name explains
	5. Statistical Quality control		Name explains
	6. Human Resources Development		Name explains
	7. Administration		Personnel management and staff welfare
	8. Finance		Salaries, purchases, accounts and budget management

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ANNEX IV

TERMS OF REFERENCE FOR VARIOUS POSTS

A.POSTS IN MASTER PLAN IMPLEMENTATION UNIT

A1. TERMS REFERENCE FOR THE STATISTICIAN GENERAL

Accountability

Responsibility of the State Statistician-General, SBS

Job Description

- General day-to-day management of the implementation of the Master Plan
- Advise on the implementation of the World Bank STATISTICAL CAPACITY ASSESSMENT PROGRAMME (STATCAP).
- Participate as a member of the SBS Senior management team;
- Ensure that appropriate management and other systems are put in place to manage the implementation of the Master Plan and the Various donor funded projects;
- Be the line manager for Master Plan Implementation Unit (PMIU) staff, supervise their work and ensure that they are able to carry out their tasks efficiently;
- Be responsible for preparing and submitting reports as set out in the Master Plan, covering all tasks implementation under the Master Plan and the individual donor funded projects;
- Maintain communications with the implementing agencies and the donors to ensure that information is provided promptly as required;
- Prepare an annual work programme for the PMIU coordinating preparation and approval of the projects;
- Approval of monthly working implementation Plans;
- Approval of internal project documents, and approval of tender documentation, contracts, and agreements;
- Control the financial activities of the donor funded projects material and technical supplies (carrying out purchases) and project implementation, monitoring;

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- Approval of all payment documents, financial reports, tax, statistical and special reports;
- Overall responsibility for communications with donor agencies and for ensuring that donor requirements procedures are adhered to.
- Act as the secretary for the various committees and other structures set up to manage and monitor the implementation of Master Plan;
- Coordinate the implementation of the Master Plan with other implementing agencies outside SBS;
- Maintain contact with the media and ensure that adequate information about the implementation of then Master Plan as required.

A2 TERMS OF REFERENCE FOR THE PROJECT OFFICER

Accountability

Responsible to the Statistician General

Job Description

- Support the Statistician General to ensure that appropriate management and other systems are put in place to manage the implementation of the Master Plan and various donor funded projects,
- Preparing reports as set out in the Master Plan, covering all tasks implemented under the Master Plan and the individual donor funded projects,
- Maintain communication with the implementing agencies and the donors to ensure that information is provided promptly as required;
- Help prepare an annual work programme for the MPIU, coordinating preparation and approval of the project budgets;
- Preparation of monthly working implementation Plans;
- Preparation of internal project documents as required
- Maintain project records and monitor the various performance criteria as set out in the Master Plan

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- Maintain communications with donor agencies, ensuring that donor requirements and procedures as adhered to.

- Support the coordination of the implementation of the Master Plan with other implementing agencies outside SSA/SBS
- Maintain contact with the media and ensure that adequate information about the implementation of the Master Plan is available as required.
- Act for the Statistician General as required

A3 TERMS OF REFERENCE FOR THE ASSISTANT PROJECT OFFICER

Accountability

Responsible to the Project Officer

Job Description

- Support the Project Officer to ensure that appropriate management and other systems are put in place to manage the implementation of the Master Plan and the various donor funded projects'
- Assist with the preparation of reports as set out in the Master Plan, covering all tasks implemented under the Master Plan and the individual donor funded projects;
- Assist with maintaining communications with the implementing agencies and the donors to ensure that information is provided promptly as required;
- Help prepare the annual work programme for the MPIU, including assisting with the preparation and approval of the project budgets;
- Assistance with the preparation of monthly working implementation Plans;
- Preparation of internal Project documents as required
- In collaboration with the Project Officer, maintain Project records and monitor the various performance criteria as set out in the Master Plan
- Assist with communications with donor agencies, ensuring that donor requirements and procedures are adhered to

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- Support the coordination of the implementation of the Master Plan with other implementing agencies outside SSA/SBS
- Help to maintain contact with the media and ensure that adequate information about the implementation of the Master Plan is available as required
- Act for the Project Officer as required

A4 TERMS OF REFERENCE FOR THE FINANCE OFFICER

Accountability

Responsible to the Statistician General

Job Description

- General financial management of the implementation of the Master Plan, in particular, in relation to donor funded Projects, including preparation of financial reports, making settlements and payments, consolidating, budgeting, financial planning, accounting and internal audit.
- Organizing and managing financial and accounting activities for the various projects supporting the implementation of the accounting activities for the implementation of the Master plan. Establishment of an efficient cooperation with SAA/SBS, the other implementing agencies, the donor agencies, including the World Bank, and other institutions and auditors.
- Assisting the Statistician General in all issues in the area of financing, including maintaining adequate records of financial transactions, planning and budgeting as well as aspects of the projects' financial activities.
- Preparation and implementation of the projects implementation and action plans in terms of financial security.
- Close cooperation with the Procurement Officer to coordinate the accounting processes, and ensure that the procurement function is carried out efficiently and in accordance with the requirement s of the donors.
- Control and operational supervision of the accounting activities to provide operative accounting data for the preparation of progress and other reports.

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- Preparation of financial reports, budgets, financial plans and reports on funds flows as well as any financial report as required by the SSA/SBS, the World Bank and other donors and the Government.
- Development of a computerised system of financial management, reporting and interaction with the implementing agencies, including preparation of detailed chart of accounts, and the development of an effective audit trail
- In collaboration with the Statistician General and others, participate in the preparation of the annual implementation plans and budgets and ensuring their approval;
- Preparation and signature of documents with the Statistician General as set out in the agreements with donors

A5 TERMS OF REFERENCE FOR THE ASSISTANT FINANCE OFFICER

Accountability

Responsible to the Finance Officer

Job Description

- Support the general financial management in the implementation of the Master Plan and in particular, in relation to donor funded projects, including preparation of financial reports, making settlements and payments, consolidation, budgeting, financial planning, accounting and internal audit.
- Undertaking financial and accounting activities for the various projects supporting the implementation of the Master Plan.
- Establishment of an efficient cooperation with SSA/SBS, the other implementing agencies, the donor agencies, including the World Bank, and other institutions and auditors.
- Assisting the Finance Officer in all issues in the area of financing, including maintaining adequate records of financial transaction, planning and budgeting as well as all aspects of the project's financial activities.

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- Supporting preparation and implementation of the project's implementation and action plans in terms of financial security,
- Helping to coordinate the accounting processes, and ensure that the procurement function is carried out efficiently and in accordance with the requirements of the donors.
- Provision of accounting data for the preparation of progress and other reports;
- Preparation of financial reports, budgets, financial plans and reports on funds flows as well as any financial reports as required by the SA/SBS, the World Bank, other donors and the Government
- Support for the development of a computerized system of financial management, reporting and interaction with the implementing agencies, including preparation of a detailed chart of accounts, and the development of an effective audit trail.
- In collaboration with the Finance Officer help to prepare annual implementation Plans and budget s and ensure their approval;
- Preparation of financial documents as required
- Acting for the Finance Officer as required

A6 TERMS OF REFERENCE FOR THE PROCUREMENT OFFICER

Accountability

Responsible to the Statistician General

Job Description

- Management of the procurement of goods and services for the implementation of the Master Plan, in particular through donor funded projects.
- Organizing and managing the procurement function, including setting up systems to ensure compliance with the procurement policies and procedures agreed with the donors and in line with State Government regulations.
- In collaboration with the Statistician General, prepare a procurement manual setting out how goods and services are to be procured in line with agreed policies and guidelines.

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- Preparation of an annual procurement plan and monitoring of progress on a monthly basis, reporting on changes and departures from the plan.
- Preparation of procurement notices, invitations for expressions of interest, tender documents and other material needed for procurement functions
- Preparation, control and supervision of all contracts with suppliers and notifying management of any significant departure from the contractual conditions by suppliers.
- Setting up and maintaining a system to record the receipt of goods and services and the satisfactory completion of contracts and, in collaboration with the Finance Officer ensuring that suppliers are paid on time in line with agreed contracts.
- Preparation of regular reports to donors on the procurement and delivery of goods and services compared with the agreed procurement plan.

A7 TERMS OF REFERENCE FOR THE ASSISTANT PROCUREMENT OFFICER

Accountability

Responsible to the Procurement Officer

Job Description

- Assist with the management of the procurement of goods and services for the implementation of the Master Plan, in particular through donor funded projects.
- Assisting with the organization and management of the procurement function including setting up systems to ensure compliance with the procurement policies and procedures agreed with the donors in line with Government regulations.
- In collaboration with the Statistician General, prepare a procurement manual setting out how goods and services are to be procured in line with agreed policies and guidelines.
- Assisting with the preparation of an annual procurement plan and monitoring of progress on monthly basis, reporting on changes and departures from the plan.

- Assisting with the preparation, control and supervision of all contracts with suppliers and notifying management of any significant departure from the contractual conditions by suppliers.
- Implementing the system to record the receipt of goods and services and the satisfactory completion of contracts and in collaboration with the Finance Officer ensuring that suppliers are paid on time in line with agreed contracts.
- Assisting with the preparation of regular reports to donors on the procurement and delivery of goods and services compared with the agreed procurement plan.

A8 TERMS OF REFERENCE FOR THE INTERNAL AUDIT OFFICER

Accountability

Responsible to the Statistician General

Job Description

- Setting up and implementing a system to audit all financial transactions, ensuring that all income and expenditure are properly recorded and supported by appropriate documentation and in line with agreed financial and procurement procedures and regulations.
- Provide feedback on the financial management of the implementation of the Master Plan, in particular in relation to donor funded projects, including ensuring that systems and procedures are in line with donor requirements and Government regulations
- Provide regular reports to donors and other stakeholders as required
- Monitor the procurement process to ensure that agreed procedures and processes are being properly observed.

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A9 TERMS OF REFERENCE FOR THE SECRETARY

Accountability

Responsible to the Statistician General

Job Description

- Provide secretarial support to the Statistician General and other members of the PMIU, including maintaining records of correspondence, establishing and maintaining an effective record keeping system
- Deal with visitors to PMIU and provide a point of contact for the media
- Prepare, print and disseminate reports and other material for stakeholders as required
- Be responsible for organizing travel for PMIU staff
- Organize meetings, workshops etc.

A10 TERMS OF REFERENCE FOR THE OFFICE ASSISTANT

Accountability

Responsible to the Statistician General

Job Description

- Provide office assistance to the Statistician General and other members of the PMIU, including maintaining the filling system and records of correspondence
- Deal with visitors to PMIU and respond to inquiries for information
- Print and disseminate reports and other material for stakeholders as required.
- Assist with the organization of meetings, workshops etc.

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ANNEX V

STATISTICAL MASTER PLAN FOR THE STATES ACTIVITIES, TARGETS AND PROPOSED BUDGETS

ITEM	STRATEGY/ ACTIVITIES	QUANTITY/NUMBER						COST IN US DOLLARS ('000)						
		YR1	YR2	YR3	YR4	YR5	TOTAL	UNIT COST	YR1	YR2	YR3	YR4	YR5	TOTAL
	A. ORGANIZATIONAL DEVELOPMENT													
A1:	**LEGAL FRAMEWORK**													
A1.1	**Presenting draft Statistics Edict**													
a)	Retreat by stake holders to discuss draft Edict (50 person)	1					1	9.7	9.7					9.7
b)	Legal services	1					1	5.0	5.0					5.0
c)	Sensitize and brief (legislature, key ministries)	1					1	10.0	10.0					10.0
A2	**INSTITUTIONAL FRAMEWORK**													
A2.1	**Launch of the SSS**													
a)	Production of Statistical Master Plan Report (1000)	1					1	0.008	0.008					0.008
b)	Hiring facilities for launching (150 stakeholders)	1					1	15.5	15.5					15.5
A2.2	**Promote the Statistical Master Plan**													
a)	Media (various)	1	1	1			3	11.6	11.6	11.6	11.6			34.8
b)	Internal workshops	2					2	3.9	7.8					7.8
c)	Stakeholders' workshop	1					1	7.8	7.8					7.8
A2.3	**Create Statistical Awareness**													
a)	Awareness Workshops													
	State Level		1				1	10.0		10.0				10.0
	Local Government Area Level		1				1	15.5		[illegible]				15.5
b)	Africa Statistics Day Celebrations	1	1	1	1	1	5	10.0	10.0	10.0	10.0	10.0	10.0	50.0
	Printing banners													
	TV radio programmes													
	User-Producer Workshop (various subjects)													
	State Level													

	Local Government													
e)	Awareness about Vital Registration (media)		1	1	1	1	4	2.0		2.00	2.0	2.0	2.0	8.0
A2.4	**Raise Profile of statistics**													
a)	Create State Bureau of Statistics													
b)	Establish a Board of Directors	1					1							0
c)	Launch Board of Directors	1					1	5.0						5.0
d)	Support the Board	6	5	3	3	3	20	9.0	54	45	27	27	27	180.0
A2.5	**Coordination/networking/sharing**													
a)	Users of statistics		1				1	1		1				1.0
b)	Support Committee including meetings	1	1	1	1	1	5	1	1	1	1	1	1	5.0
c)	Creation of coordination mechanisms (State Consultative Committee on Statistics)	1	1	1	1	1	5	1.6	1.6	1.6	1.6	1.6	1.6	8.0
d)	Compendium (in liaison with NBS)			1			1	3.9			3.9			3.9
e)	Printing launch and promotion of c ompendium (50 copies)			1			1	0.4			0.4			0.4
f)	SBS Newsletter (1.000 copies)		1	1	1	1	4	0.4		0.4	0.4	0.4	0.4	1.6
	SUB-TOTAL								134.008	98.1	57.9	42	42	379

B HUMAN RESOURCE DEVELOPMENT

		QUANTITY/NUMBER							COST IN DOLLARS (000)					
ITEM	STRATEGY/ACTIVITY	YR1	YR2	YR3	YR4	YR5	Total	Unit Cost	YR1	YR2	YR3	YR4	YR5	Total
B1	**HUMAN RESOURCES DEVELOPMENT**													
a)	(Consultant-months) Human Resources Strategy &Training Needs Assessment	3m/m					3m/m	20.0	60.0					60.0
b)	Develop a training programme	2m/m					2m/m	20.0	40.0					40.0
B2.	**Training at SBS**													
a)	Training in management													
	Top Management (1 month	14	14				28	4.0	56.0	56.0				112.0
	(in house)- various													
b)	Induction Course (6 weeks)	2	3	3	3	3	14	4.0	8.0	12.0	12.0	12.0	12.0	56.0
c)	Short Courses (Technical Skills) (in-house)	6	3	2	1	1	13	3.0	18.0	9.0	6.0	3.0	3.0	39.0
	(Sampling, Computer Application (various)													
	Data Analysis ,GIS, Computer Maintenance													
	Desktop Publishing													
d)	Short course (outside) National Accounts sampling prices etc	3	3	3	2		11	15.0	45.0	45.0	45.0	30.0		165.0
e)	Post-graduate training (Diplomas and M.Scs)	3	3	3	3	2	14	20	60	60	60	60	40	280
	(sampling, Computer Applications (various)													
	Economic statistics and modeling,													
	Demographic and social statistics)													
f)	Soft Skills (in-house: report writing. Communication etc)	1	1	1	1	1	5	5	5	5	5	5	5	25
g)	Training for Survey													
g)	Training of trainers (40)			1	1	1	3	20			20	20	20	60

	Annual training of enumerators / supervisors in batches			5	5	5	15	15			75	75	75	225
	Study tours (various)				1			30				30		30
i)	Training of staff at NBS training schools.	5	5	5			15	0.16	0.8	0.8	0.8			24
B3	**Training in Ministries**													
a)	Training for Data collection and Analysis (consultant m/m)	1	1	1	1	1	5	20	20	20	20	20	20	100
b)	Special IT training schools-various consultants m/m	1		1		1		20	20				20	60
c)	Training workshop for data users				1		1	20				20		20
B4	**Local Government Statistical Unit**													
a)	Annual training of data collectors	1	1	1	1	1	5	20	20	20	20	20	20	100
B5	**University (Statistics Department)**													
a)	Promote teaching of statistics at state University and Polytechnic various		1	1	1	1	4	10		10	10	10	10	40
SUB-TOTAL									**352.8**	**237.8**	**293.8**	**305**	**225**	**1414.4**

C DATA DEVELOPMENT

		QUANTITY/NUMBER							COST IN DOLLARS (000)					
ITEM	STRATEGY/ACTIVITY	YR1	YR2	YR3	YR4	YR5	Total	Unit Cost	YR1	YR2	YR3	YR4	YR5	Total
C1.	**Enhancement of Data Quality**													
	Collection at SBS. Line Ministries and Local Government Areas existing data													
	(Consultant 3 months)	1					1	20	60					60
C2	**Censuses and Surveys**													
a	Censuses													
	Housing Census													
	Support for Preparatory activities (various)		1				1	15		15				15
	Support for data analysis and archiving			1			1	20			20			20
	Household-based Poverty Surveys			1			1	100			100			100
	Agricultural Sampling Census (in liaison with NBS)							50					50	50
	Census of Business Establishments				1		1	500				500		500
b	National Integrated Household Survey (NIHS)							1500					1500	1500
	(in liaison with NBS)													
	Annual Agricultural Survey													
	National Service Delivery Survey (CWIQ)													
	Modules													
	Living Standard Monitoring Survey													
	Labour Force Survey and Informal Sector													
	Multiple Indicator Cluster Survey (MICS)													
c)	Establishment-based Surveys							1000					1000	1000
	Quarterly / Annual Industrial Surveys													
d)	Other survey													

	Monthly retail Price Survey	12	12	12	12	12	60	10	120	120	120	120	120	600
	User Satisfaction survey			1		1	2	4.0			4		4	8
e)	Secondary data collection	1	1	1	1	1	5	2.3	2.3	2.3	2.3	2.3	2.3	11.5
C3	**Data Management, Dissemination and Access**													
	At SBS													
	Clear Backlog of Data (staff) (various)	1	1				2	30	30	30				60
	Data analysis (various)	1	1	1	1	1	5	2	2	2	2	2	2	10
	Desktop publishing	1	1	1	1	1	5	1	1	1	1	1	1	5
	Regular productions (various)							200					200	200
	Quarterly Statistical Bulletin													
	State Accounts													
	Social Statistical Bulletin													
	State Accounts													
	Social Statistics in the state													
	State Statistical Yearbook													
	Dissemination workshops (various)							10					10	10
	Develop SBS logo	1					1	0.5	0.5					0.5
	Develop LAN. WAN & website m/m			1	1	1	3	30			30	30	30	90
	Develop and maintain Data Bank (Consultant man months)		3	2			5	50		150	100			250
	Establish /improve library (consultant-man months)	2	1	1			4	60	120	60	60			240
	Develop a dissemination policy (Consultant-2 months)		2				2	20		40				40

	Define statistics collectible from line ministries (consultant 6 months)		6				6	20		120				120
	Clear backlog of unprocessed data (Staff Various)	1	1				2	5	5	5				10
	Collection and analysis of administrative data	1	1	1	1	1	5	1	1	1	1	1	1	5
	Data analysis (various)	1	1	1	1	1	5	1.6	1.6	1.6	1.6	1.6	1.6	8
	Publish Sectoral Statistical Bulletins (various	1	1	1	1	1	5	0.8	0.8	0.8	0.8	0.8	0.8	4
	SUB-TOTAL								**344.2**	**548.7**	**442.7**	**658.7**	**2922.7**	**4917**

D. **INFRASTRUCTURE AND EQUIPMENT**

		QUANTITY/NUMBER							COST IN DOLLARS (000)					
ITEM	**STRATEGY/ACTIVITY**	**YR1**	**YR2**	**YR3**	**YR4**	**YR5**	**Total**	**Unit Cost**	**YR1**	**YR2**	**YR3**	**YR4**	**YR5**	**Total**
D1	**At the SBS**													
a)	Customization and refurbishment of new building	1					1	2000	2000					2000
b)	Transport Vehicles													
	Headquarters													
	6 operation vehicles		6				6	27		162				162
	Utility Bus		1				1	60		60				60
c)	Transport Motorcycles (1 per LGA)			21			21	0.8			16.8			16.8
d)	Hire as required transport (boats etc) (1 for each riverine area)							5.0					5.0	5.0
e)	Equipment for Agricultural Statistics													
	GPS equipment (2 per LGA)	8	8	9	9	8	42	5	40	40	45	45	40	210
f	Telephone connection													
g)	Stand-by generator 300KVA		1					100		100				100
h)	Computer (PCs)													
	Headquarters	20		20		20	60	1.4	28		28		28	84

	Line Ministries	7		7			14	1.4	9.8		9.8			19.6
	LGAs				21		21	1.4				29.4		29.4
	Department of Statistics in State owned University and Polytechnics		5				5	1.4		7				7
l)	Laptops	9	5	5	5	5	29	20	18	10	10	10	10	58
j)	Computer Software (various)							20					20	20
k)	Internet Access							20					50	50
l)	Printers													
	Printers for line Ministries	7					7	0.8	4.8					5.6
	Printer for LGAs				21			0.8				16.8		16.8
	Departments of Statistics in State owned Universities and Polytechnics		5				5	0.8		4.0				4.0
	General Printers	15				15	30	0.8	12				12	24
	Colour Printers	3					3	0.6	1.8					1.8
m)	Photocopiers: For HQ	7					7	2.0	14					14
	:For LGAs			21			21	2.0			42			42
n)	Scanners	2					2	0.3	0.6					0.6
o)	GIS Equipment and software (various)		2	1			3	20		40	20			60
p)	Running and Servicing costs of equipment							20					20	20
q)	Establish Management Systems: (Consultant -8m/m)	8					8	160	160					160
	Recruitment Procedures													
	Terms and Conditions of Services													
	Financial Regulations and Guidelines													
	Procurement and Guidelines													
	Training needs assessment and programmes													
	Management Information Systems (MIS)													

r	SEEDS Monitoring System (Consultant -2 months)			2			2	20			40			40
S	Construct Frame of Business Establishments			1			1	5			5			5
T	Updata the State Master Sample (Consultant -2m/m)		2				2	20		40				40
U	Develop GIS capacity (Consultant 4 months)		4				4	20		80				80
V	Integrate gender issue into data production (Consultant-3 months)	3					3	20	60					60
w	Develop IT Strategy (Consultant-4months)	4					4	20	80					80
	SUB-TOTAL								**2428.8**	**543**	**216.6**	**101.2**	**185**	**3475.6**

E. PROJECT MANAGEMENT AND IMPLEMENTATION

		QUANTITY/NUMBER						COST IN DOLLARS (000)						
ITEM	**STRATEGY/ACTIVITY**	**YR1**	**YR2**	**YR3**	**YR4**	**YR5**	**Total**	**Unit Cost**	**YR1**	**YR2**	**YR3**	**YR4**	**YR5**	**Total**
E1.	**Implementation Unit**													
a)	Personnel													
1	SSMP Adviser (Consultant m/m)	12	12				24	240	240	240				480
2	Project Coordinator													
3	Project Officer													
4	Procurement Officer													
5	Project Accountant													
6	Internal Auditor													
7	Secretary													
8	Procurement Consultant (3 months)	3					3	20	60					60
b)	Transport													

	Utility vehicle (1 station wagon)	1					1	27	27					27
c)	Computers	8					8	1.4	11.2					11.2
d)	Office equipment													
	Printers	8					8	0.8	6.4					6.4
	Photocopier	2					2	2.0	4.0					4.0
	Scanners	1					1	0.3	0.3					0.3
	Telephone Connection													
	Internet connection													
e)	Operational costs	1	1	1	1	1	5	20	20	20	20	20	20	100
	SUB-TOTAL								**368.9**	**260**	**20**	**20**	**20**	**688.9**
	GRAND TOTAL								**3626.708**	**1687.6**	**1031.0**	**1126.9**	**3394.7**	**10874.908**

ANNEX VI

ISSN: 0331 1899

ANAMBRA STATE OF NIGERIA
2009, NO.

A Law to Establish the Anambra State Statistical System and the Anambra State Bureau of Statistics for the Collection, Compilation, Analysis, Storage and Dissemination of Statistical Data Information and incidental matters thereto.

The Anambra State House of Assembly ENACTS as follows:-

PART I - PRELIMINARY

Short title and Commencement. **1.** This Law may be cited as the Statistics Law, 2009, and shall come into force on the **2nd day of February, 2009.**

Interpretation. **2.** In this Law:-
"appointment authority" means the Governor of Anambra State;
"board" means the Board of Directors of Anambra State Bureau of Statistics established under Section 9 of this Law;
"bureau" means the Anambra State Bureau established under Section 7 of this Law;
"consultative committee" means the Anambra State Consultative Committee on Statistics;
"governor" means the Governor of Anambra State;
"state statistician general" means the Anambra State Statistician General appointed under Section 13 of this Law;
"statistics" means information in connection with or incidental to all or any matters specified in the First Schedule to this Law;
"system" means the Anambra State Statistical System.

PART II - ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE STATE STATISTICAL SYSTEM

Establishment of a State Statistical System. **3.**
(1) There is hereby established the Anambra State Statistical System.
(2) The State Statistical System comprises four main elements, namely:-
(a) the producers of statistics, including the State Bureau of Statistics such as State parastatals;
(b) data users including such users as policy and decision makers;
(c) data suppliers including establishments and households;
(d) research and training institutions, including universities.

Objectives and functions of the State Statistical **4.** **Objectives and Functions of the State Statistical System shall be to:-**
(a) raise public awareness about the importance and role of statistical information to society;

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System

(b) collect, process, analyze and disseminate quality statistical data and information in a coordinated and timely manner;

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(c) promote the use of best practices and international standards in statistical production, management and dissemination;

(d) promote the use of statistical data and information at individual, Local Government Area, State, institutional, national and international level especially for evidence-based policy design and decision making;

(e) build sustainable capacity for the production and use of statistical data and information in the State.

Co-ordination of the State Statistical System **5.** The co-ordination of the State Statistical System is entrusted to:-

(1) The Board of Directors of the State Bureau of Statistics established under Section 7 of this Law which will take policy decisions on, and monitor coordination of the system;

(2) The State Statistician General of the Bureau appointed under Section 13 of this Law;

(3) The State Consultative Committee of Statistics established under Section 17 of this law

Official Statistics. **6.** The statistics produced by the Bureau, line ministries and public authorities, constitute official statistics.

PART III - ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE STATE BUREAU OF STATISTICS

Establishment Of the Bureau. **7.** (1) There is hereby established the Anambra State Bureau of Statistics (hereafter referred to as "the Bureau") as an autonomous public authority which shall be responsible to the Governor.

(2) The Bureau shall be a body corporate with perpetual succession and a common seal and may sue and be sued in its corporate name.

(3) In order to protect and enhance the integrity of official statistics, the Bureau will exercise professional independence in so far as it agrees with the National Bureau of Statistics in the way it collects, processes, analyses, reports and disseminates statistical information.

(4) The Bureau will be made up of:-
(a) such structures as shall be established by the Board;
(b) such persons as shall be recruited by the Board.

(5) The budget of the Bureau will be separately provided for in the State budget.

Objectives and Functions **8.** The Bureau shall be the main State agency responsible for the development and management of official statistics. It shall be the authoritative source

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of the Bureau.

and custodian of official statistics in the State. Specifically, the Bureau shall be responsible for:-

(1) co-ordination of the State statistical system;

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(2) advising the State and Local Government on all matters related to development;

(3) developing and promoting the use of statistical standards and appropriate methodologies in the State statistical system;

(4) collecting, compiling, analyzing, interpreting, publishing and disseminating statistical information alone or in collaboration with other agencies, both Government and Non-Governmental organizations;

(5) developing and maintaining a comprehensive Socio-Economic State Data Bank;

(6) fulfilling all other functions relating to statistics which the State Government may from time to time direct.

PART IV- THE BOARD AND STAFF OF THE BUREAU

Establishment of the Board of Directors.

9. There shall be a Board of Directors (the Board) as the governing body of the Bureau.

Functions of the Board.

10. The Board shall be responsible for ensuring that the Bureau fulfills its mission and that the profile of the Bureau is commensurate with its role in State development. The specific functions of the Board shall be to:-

(1) advise the Governor on the State statistics policy, procedures, methods and regulations relating to the development of statistics;

(2) formulate and monitor the implementation of policies for more effective co-ordination of the State statistical system;

(3) monitor the technical quality of official statistics and promote adherence to good practices and international recommendations and standards;

(4) formulate and monitor the implementation of policies pertaining to the organization and management of the Bureau;

(5) promote and protect the integrity of official statistics and the professional independence of statistical agencies;

(6) appoint, promote and discipline senior staff of the Bureau except the State Statistician General;

(7) set guidelines for the recruitment, discipline and promotion of junior staff;

(8) provide the Governor with a quarterly progress report on activities of the Bureau and the entire State statistical system every quarter;

(9) review the structure of the Bureau as necessary, and approve the corporate plans, work plans and budgets of the Bureau.

Composition of the Board and tenure of office.

11. (1) The Board shall have thirteen members appointed by the Governor on such terms as he/she shall determine. The members shall be appointed from among outstanding experts in statistics, be conversant with information technology, economics and related fields who shall be at sufficiently high level in their respective organizations. The Board will comprise the following members:-

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(a) non-executive chairperson;
(b) the State Statistician General of the Bureau, who will also be the secretary of the Board;

(c) a representative of the ministry of finance;
(d) a representative of the ministry in charge of economic planning;
(e) a representative of the ministry of health;
(f) a representative of the ministry of commerce & industry;
(g) President, State chapter of Manufacturers Association of Nigeria;
(h) president, State chapter of nigeria statistical association;
(i) a representative of the ministry of agriculture;
(j) a representative of the ministry of education;
(k) a representative of research and training institutions.
(l) a representative of ministry of local government
(m) a representative of chambers of commerce and industry.

(2) Every appointment to the Board shall be by name and by notice in the Gazette and shall, except for that of the State Statistician General be for a period of four years with a possible extension of one term and no more.

(3) A member of the Board other than the State Statistician General shall be entitled to a sitting allowance to be determined by the Appointing Authority.

(4) An appointment of a member of the Board shall cease if he/she:-
(a) serves the appointing authority with written notice of his/her resignation; or
(b) is unable to perform the functions of office by reason of infirmity of body or mind; or
(c) is convicted of a criminal offence;
(d) is incapacitated by prolonged physical or mental illness from performing his/her duties as a member of the Board; or
(e) is in the opinion of other members of the Board, not fit to remain a member of the Board.

(5) A member of the Board, other than the State Statistician General shall attend meetings of the Board in person and no person shall be appointed as an alternate for a member who is unable to attend such meetings.

(6) The Board may at its discretion delegate any of its functions to a Committee of the Board or the State Statistician General.

Meetings of the Board. **12.** (1) The Chairperson shall preside over all meetings of the Board but in the absence of the Chairperson, members present shall appoint one of the members to preside at the meetings.

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(2) The validity of any proceedings of the Board shall not be affected by any vacancy among its members or any defect in the

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appointment or disqualification of any member, which is discovered subsequent to those proceedings.

(3) (a) the Board shall ordinarily meet at least once every three months at a time and place to be fixed by the Chairperson;

(b) the Chairperson may summon an extraordinary meeting of the Board upon a written request by not less than three members of the Board.;

(c) the State Statistician General shall where the Chairperson is absent, summon a meeting of the Board if at least 6 members of the Board request him to do so;

(d) seven members of the Board shall form a quorum at any meeting of the Board;

(e) a question proposed at any meeting of the Board shall be determined by a simple majority of the members present and voting. Where there is an equality of votes, the person presiding at the meeting shall have the casting vote;

(f) the Board may co-opt any person who is not a member to attend any of its meetings as an adviser and that person may speak at the meeting on any matter in relation to which his advice is sought but shall not have the right to vote on any matter put for decision before the meeting;

(g) except as otherwise explicitly stated in this Law, the Board may regulate its own procedure.

(4) The Board Secretary shall keep or cause to be kept the minutes of every meeting of the Board.

(5) Except as provided in this Law, the Board shall comply with the Laws governing parastatal organizations in the State.

State Statistician General

13. (1) There shall be a State Statistician General appointed by the Governor on the recommendation of the Head of Service.
Any person to be appointed as State Statistician General shall have good knowledge of statistics, be conversant with information management and have proven managerial ability.

(2) The State Statistician General shall be a full member of the Board and Chief Executive Officer of the Bureau. He/she shall:-

(a) be the coordinator of the State statistical system. As the coordinator, the State Statistician General shall:-

(i) advise different line ministries and agencies of the State on issues relating to their statistical activities;

(ii) decide on the appropriate methods for collecting and processing of national data for statistical purposes and on the timing and form of dissemination of these statistics;

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(iii) represent the State in international, local statistical events or designate one or more staff from the statistical system to do so.

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(b) be a full member of and act as the Secretary to the Board and of any committees which the Board may establish and shall on the advice of the Chairperson of the Board or such committee convene any meeting of the Board or committee, and in carrying out any functions under this subsection, the State Statistician General:-
  (i) shall attend meetings of Board or of any committee; and
  (ii) shall attend these meetings together with such other officers as he/she may deem fit.
  (iii) the State Statistician General may appoint any member of his staff to act as secretary to the Board or any of the committees. Any person so appointed shall not have the rights and privileges of members of the Board.

(c) be subject to the direction of the Board on matters of policy and be responsible to the Board for the administration and management of funds and property of the Bureau;

(d) embody the status, image, integrity and professionalism of the Bureau and the State Statistical System;

(e) organize, develop, support and promote the organizational culture at the Bureau;

(f) be responsible for the supervision and discipline of the staff of the Bureau;

(g) advise stakeholders in the State statistical system on matters relating to statistics;

(h) present to the Board for approval annual work programmes, human resources development programmes to develop national statistics;

(i) present to the Board for approval, budgets and audited accounts of the Bureau.

(j) perform any such other functions and duties as may be assigned by the Board.

(3) The State Statistician General may, in writing, delegate to any officer of the bureau any of his/her powers and duties under this Law.

(4) The Governor may, on the advice of the Board, suspend or revoke the appointment of the State Statistician General in the following situations:-
  (a) gross misconduct;
  (b) incompetence;
  (c) neglect of duty;
  (d) conviction of a criminal offence.

Other Staff of the Bureau.

14. (1) The Board shall appoint other staff of the Bureau as may be necessary for the proper and efficient discharge of the functions including experts and consultants on the advice of the State Statistician General;

(2) The Staff of the Board shall have the status of other State employees in the consideration of their pension;

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(3) The staff shall be appointed on such terms as the Board will from time to time determine.

(4) The staff shall be required to contribute to a pension scheme that the Board may establish or any other pension arrangements.

Authorized Officer. **15.** The State Statistician General may, in writing, appoint any person as an Authorized Officer for the purpose of this Law and may in like manner revoke such appointment in writing as the situation may demand as may be applicable to other State employees.

Oath of Office and Secrecy. **16.** Any person employed in carrying out any of the provisions of this Law Shall take an Oath of office and secrecy prescribed in the Second Schedule, before a Magistrate or Commissioner of Oaths before commencing the duties relating to the provisions of the Law.

PART V - ESTABLISHMENT, FUNCTIONS AND COMPOSITION OF A STATE CONSULTATIVE COMMITTEE ON STATISTICS.

Establishment of a State Consultative Committee on Statistics. **17.** There shall be a State Consultative Committee on Statistics (the Consultative Committee) appointed by the Governor as one of the mechanisms for co-ordinating the State statistical system.

Functions of the State Consultative Committee on Statistics **18.** (1) The functions of the Committee will include:-

(a) examining the statistical programmes of the various agencies annually (at an appropriate period before the annual budget preparation) in order to achieve greater co-ordination and avoid unnecessary duplication of efforts, and evolve a uniform statistical programme for approval of the Board of Directors of the Bureau.

(b) reviewing and advising on conditions of service of statistical programme for approval of the Board of Directors of the Bureau;

(c) examining the statistics law and recommending to the Board any necessary changes as need arise; and

(d) developing strategies which will ensure uniform standards and methodologies amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical output.

Composition of the Committee. **19.** Committee members shall include:-

(a) State Statistician General as Chairperson;

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(b) Directors of Planning, Research and Statistics Departments (PRDs) of key State Ministries/Agencies (Education, Health, Agriculture,

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Finance, Commerce and Industry and Local Government Chieftaincy Affairs as may be determined by the Governor) or other ministries;

(c) representative of the Nigeria Police Force;
(d) representatives of Research and Training Institutions;
(e) representatives of organized private sector (Manufacturers Association of Nigeria);
(f) representative of the State Bureau of Statistics.

Meetings of the Committee

20. The Committee shall ordinarily meet twice a year at a time and place to be determined by the Chairperson.

21. Members of the Committee other than the Chairperson shall be entitled to a sitting allowance to be determined by the appointing authority.

PART VI - POWERS TO OBTAIN INFORMATION, CONFIDENTIALITY AND DISCLOSURE, OFFENCES AND PENALTIES.

Power to obtain Information

22. (1) Subject to the provisions of this Law, the Bureau shall from time to time collect statistics throughout the State or any part thereof concerning any matter set out in the First Schedule of this Law.

(2) The State Statistician General may, for the purpose of this Section of the Law:-

(a) by notice in writing, require a person to furnish, in such form and manner and within such time as may be specified in the notice, such periodical or other information, estimates, return or particulars relating to any of the matters specified in the First Schedule of this Law as may be so specified;
(b) by interviewing a person, require the person to furnish particulars relating to any of the matters specified in the Schedule to this Law; and
(c) by a notice in writing, require a person to complete a form contained in the notice with particulars relating to any of the matters specified in the First Schedule to this Law and return in such manner and within such time as may be specified in the notice.

(3) A notice referred to in subsection (2) of this section:-

(a) may be served by delivering it to the person to whom it is addressed or by sending it by registered post to the person's last known address;
(b) shall state that it is served pursuant to the powers conferred on the State Statistician General by subsection (1) of this section; and
(c) shall include a general statement of the purpose for which the information, estimate, return or particulars is required.

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(4) Where any information, estimate, return or particulars is required of a person by a notice purporting to be issued by the State Statistician

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General, it shall, in any legal proceeding relating to the information, estimate, return, particulars or notice, be presumed:-

(a) that the information, estimate, return or particulars is such as may lawfully be required of that person in accordance with the provisions of this Law; and

(b) that the notice was duly served in accordance with paragraph (a) of subsections (2) and (3) of this Section, unless the contrary is proved.

(5) Where the person required to furnish any information, estimate, return or particulars in accordance with the provisions of this Section is a company incorporated under the Laws of Nigeria, the information, estimate, return or particulars shall be furnished by a person specifically authorized for the purpose by the company.

(6) The State Statistician General shall publish:-

(a) by notification in the Gazette, and in such newspaper as may appear to him/her to be sufficient for notifying the person concerned; or

(b) if he/she is satisfied that local conditions so required, in such other manner as may appear to him/her to be most suitable for the notification in the area concerned;

a list of the classes or descriptions of undertakings in relation to which returns will be required for any of the purposes of this part of the law.

(7) A person carrying out an undertaking of a class of description referred to in subsection (1) of this Section, who has not received a notice under paragraph (a) of subsection (2) of this section requiring him/her to furnish any information, estimate return or particulars in relation to the undertaking, shall inform the State Statistician General:-

(a) within such period as may be specified in the notification, not being less than 21 days after the date of the publication to the person, that he/she is carrying on the undertaking; and

(b) within the same period or such further period as the State Statistician General may deem reasonable, give the State Statistician General such particulars of the undertaking as may be so specified.

(8) Line ministries and other public institutions which produce statistics relating to their responsibilities shall continue to do so, but such statistics shall conform to standards, classifications and procedures as determined by the Bureau to enhance the comparability of such statistics with other statistics of a similar nature, and to minimize unnecessary overlapping or duplication with the collection or publication of statistics by the various agencies. The publication of the data thus collected requires recognition of the Bureau. The said

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ministries and other institutions shall be required to provide the State Statistician General with the administrative dataset and copies of the report on the compiled data.

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(9) In order to enhance professionalism in statistical collection, all ministries will be required to create Statistical Units, which shall be staffed with professional staff out-posted from the Bureau.

(10) For purposes of administration, these units referred to in (9) of this Section shall be under the control of the ministry where they are established. However, the State Statistician General shall be responsible for the professional staff and promotion of standards in the work of these units. These units shall therefore periodically submit reports to the Statistician General.

Delegation of responsibilities to line ministries and other public agencies

23. The Bureau may delegate responsibilities to other public institutions with requisite capabilities to conduct State-wide surveys following standards and methodologies agreed with the Bureau. The said ministries shall be required to provide the State Statistician General with the dataset and copies of the report on the collected data.

Code of Practice for official Statistics.

24. In order to establish public confidence in all official statistics and analysis, Statistician General will issue a Code of Practice that sets out professional standards to be followed by all agencies producing official statistics.

Conduct of Survey by Private Institutions.

25. Private Nigerian and foreign institutions wishing to conduct statistical survey on a State scale going beyond their market studies must first obtain the approval of the Bureau for the appropriateness of conducting such survey and the methodology to be used. The enquiry forms should carry the stamp of approval of the Bureau. These institutions shall be required to provide the State Statistician General with the dataset and copies of the report on the collected data.

Confiden-tiality and Disclosure.

26. (1) The provisions of this Law shall not affect any law relating to the disclosure of any official, secret or confidential information or trade secret.

(2) Data collected for statistical purpose shall be treated as confidential. Data confidentiality means that the dissemination of these data (and the statistics which can be calculated from them) must not permit the identification directly or indirectly of the units concerned and that a prohibition is imposed on data producers against disclosing information of an individual nature obtained in the course of their work.

(3) Except for the purposes of prosecution undertaken by the Bureau:-

(a) no individual returns or part thereof, made for the purposes of this Law;

(b) no answer given to any question put for the purposes of this part of this Law; and

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(c) no report, abstract or other document containing particulars comprised in any return or answer shall be so arranged as to enable such particulars to be identified with any person, undertaking or business.

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(4) Notwithstanding the provisions of subsection (1) of this section, a report, an abstract, or other document may be published without the required consent if:-

(a) the information about an enterprise or establishment is already published or available on a database accessible to the public at large;

(b) in the case of a monopoly or duopoly, the statistics of relevant sectors of activity are nonetheless open and publishable, provided they do not reveal costs of production or profits of individual enterprises.

(5) Nothing in this part of this Law shall be construed as:-

(a) authorizing or requiring the disclosure or production of any information or document if the disclosure or production of the information or document would contravene the provisions of any law for the time being in force; or

(b) prohibiting or restricting the disclosure or production of any information or document which is authorized or required to be disclosed or produced under the provisions of any law for the time being in force.

(6) A person required under the provision of this part of the Law to furnish any information, estimate, return or particulars shall not be obliged to disclose information or produce a document:-

(a) which he/she would not be compelled to disclose or produce if he/she were a witness in a court of Law; or

(b) which would involve the disclosure of any trade secret in or relating to any undertaking or business which he owns or which he conducts or supervises.

(7) Nothing contained in this section shall be taken to require the disclosure to a ministry, department or authority for the purpose of taxation any information acquired under the provisions of this Law.

Dissemination and Access.

27. (1) Data producers shall be required to process, disseminate and make accessible to users a 'public good', data collected or compiled using public funds.

(2) Data producers will be required to release micro-level data sets for further analysis, with suitable provisos on confidentiality, unless there is compelling reason, such as maintaining confidentiality, not to do so.

(3) Each year, the Board shall publish in advance the data to be produced together with the date for the release of the data. All data producing agencies including the Bureau have a data release policy

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to be made publicly available and they shall have power to impose charges for data products and services.

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(6) Data producing agencies shall be required to provide information on the methods and procedures used to compile official statistics and to update this as and when changes and improvements are introduced.

The Bureau shall make available a register of establishments showing only name and address to those who may want to use it as a sampling frame for conducting surveys.

Offences and Penalties.

28. (1) If a person who is employed for any of the purposes of this Law without lawful authority, publishes or communicates to any person, otherwise than in the ordinary course of his employment, any information acquired by him/her in the course of his/her employment, he/she is guilty of an offence and liable on conviction to a fine of N10,000 or imprisonment for a term of 2 years or to such fine and imprisonment.

(2) If a person, who is in possession of any information which to his knowledge has been disclosed in contravention of this Law publishes or communicates to any other person that information, he/she is guilty of an offence and liable on conviction to a fine of N10,000 or to imprisonment for a term not exceeding 2 years or to such fine and imprisonment..

(3) A person who in the execution of any duty, or performance of any obligation under this Law, fails to comply with or contravenes any term or condition of his/her oath is guilty of an offence and liable on conviction to a fine of N5,000 only or imprisonment for one year or to both such fine and imprisonment.

(4) A person who fails to furnish any information, estimate, return or particulars which he/she is required to furnish under this Law is guilty of an offence and liable on conviction to a fine of five thousand Naira only for each infraction.

(5) A person who in purported compliance with a requirement to furnish information, estimate, return or particulars under this Law, knowingly or recklessly makes a statement in the information, estimate, return or particulars which is false in any material particular is guilty of an offence and liable on conviction to a fine of N10,000 or to imprisonment for a term of 2 years or to such fine and imprisonment.

(6) A person shall not be guilty of any offence of this Section if he/she did not know and had no reasonable means of knowing that he/she was required to give that information, estimate, return or particulars or that he had other reasonable excuses for the failure.

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(7) A person who, after conviction for an offence under this Section continues to fail to furnish the information, estimate, return or particulars is guilty of a further offence and shall be liable on conviction to imprisonment for 3 years without an option of fine.

(8) A person who, willfully and without lawful authority, destroys, defaces or mutilates any schedule, form or other document containing information obtained in pursuance of the provisions of this Law is guilty of an offence and liable on conviction to a fine of N10,000.00 or to imprisonment for a term of 2 years or to such fine and imprisonment..

(9) When an offence under this Law is committed by a body of persons:
(a) in the case of a corporate body, every director or officer of that body corporate; and
(b) in the case of partnership or other association of person, every partner or officer of that body, shall be deemed to be guilty of the offence and punished accordingly.

(10) A person shall not be guilty of an offence under this section if he proves to the satisfaction of the court that the offence was committed without his knowledge, connivance or consent or that he exercised all due diligence to prevent the commission of the offence, having regard to all the circumstances of the case.

PART VII - FUNDS AND ASSETS OF THE BUREAU

Funds of Bureau.

29. (1) The Bureau shall establish and maintain a fund from which it shall *the* defray all expenditure incurred by the Bureau.

(2) There shall be paid and credited to the fund established pursuant to subsection (1) of this section:-
(a) such moneys as may, from time to time be granted to the Bureau by the State Government. The Bureau will negotiate annually with the State Government on the funding and production of a statistics for the forthcoming year;
(b) all moneys raised for the purposes of the Bureau by way of gift, loan, grant-in-aid, testamentary disposition or otherwise;
(c) all subscriptions, fees and charges for services rendered or publications made by the Bureau; and
(d) all other assets or funds that may, from time to time, accrue to the Bureau.

(3) The fund shall be managed in accordance with rules made by the Commissioner of Finance and without prejudice to the generality of the power to make rules under this subsection, the rules in particular contain provisions:-

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(a) specifying the manner in which money in the funds are to be held and regulating the making of payments into and out of the fund; and

(b) requiring the keeping of proper accounts and records for the purposes of the funds in such form as may be specified in the rules.

(4) The office may, from time to time, apply the proceeds of the fund established in pursuance of this Law for the following purposes:-

(a) to the cost of administration of the Bureau;

(b) for the payment of the salaries, expenses, allowances and benefits of the employees of the Bureau;

(c) to reimburse members of the Board and its committees and members of the Consultative Committee on Statistics such sums as may be expressly authorized by the Board and for the payment of their allowance; and

(d) in connection with all or any of its functions under this Law or under any other Law.

(5) The Bureau may, with the consent of or in accordance with any general authority given by the Commissioner of Finance, borrow by way of loan from the State Government or by way of temporary overdraft approved by the Commissioner, sums required by the Bureau for meeting its expenditure under this Law.

(6) The Bureau may invest all or any of its funds in such a manner as may be approved by the Commissioner of Finance.

Accounts **30.** (1) The Bureau shall prepare and submit to the Governor not later than the 30th day of September of each year, an estimate of its income and expenditure during the next year.

(2) The Bureau shall keep proper accounts in respect of each year and proper records in relation to those accounts and the Board shall cause the Bureau accounts to be audited within six months after the end of each year to which the accounts relate by auditors appointed from the list and in accordance with the guidelines supplied by the Auditor General of the State.

(3) the Bureau shall prepare and submit to the Governor not later than eighteen months after its establishment, and once every year thereafter, a report in such a form as the Governor may direct on the activities of the office during the last preceding year, and shall include in the report a copy of the audited accounts of the Bureau for that year and of the auditors' report on the account.

(4) The Governor shall cause a copy of each report made by the Bureau under this Section to be laid before the Executive Council soon after the receipt thereof as may be convenient.

PART - MISCELLANEOUS

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Transfer of assets and liabilities.

31. (1) For the purpose of providing offices and premises necessary for the performance of its functions, the Bureau may,
(a) purchase or lease any land, building or other property; and
(b) build, equip and maintain offices and premises.

32. (1) The Bureau may accept gifts of land, money or other property on such terms and conditions, if any, as may be specified by the person or organization making the gift.

(2) The Bureau shall not accept a gift if the conditions attached by the person or organization making the gift are inconsistent with the objectives and functions of the bureau, or is against public policy.

Suits.

33. (1) No suit shall commence against the Bureau before the expiration of a period of one month after written notice of intention to commence the suit shall have been served on the Bureau by the intending plaintiff or his agent and the notice shall clearly and explicitly state:-
(a) the cause of action;
(b) the particulars of the claim;
(c) the name and place of abode of the intending plaintiff; and
(d) the relief which it claims.

(2) The notice referred to in subsection (1) of this Section and any summons, notice or other document required or authorized to be served on the Bureau under this Law or any other enactment or Law may be served by:-
(a) delivering it to State Statistician General;

(3) In an action or suit against the bureau, no execution or attachment or process in the nature thereof shall be issued against the bureau, but any sums of money which may, by the court be awarded against the bureau shall, subject to any directives given by the bureau, be paid from the general reserve of the bureau.

Others

34 (1) The fixing of the seal of the Bureau shall be authenticated by the signatures of the Chairman and some other member authorized either generally by the Board to act for that purpose.

(2) Any contract or instrument which if made or executed by a person not being a body corporate will not be required to be under seal, may be made or executed on behalf of the Bureau by the Statistician General or any person generally or specifically authorized by the Board to act for that purpose.

(3) A document purporting to be a document executed under the seal of the Bureau and authenticated as specified in this schedule shall be

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received in evidence and shall, unless the contrary is proved, be presumed to be executed.

(4) A member of the Board who has a personal interest in any contract or arrangement entered into or proposed to be considered by the Board shall forthwith disclose his interest to the Board and shall not vote on any question relating to the contract or arrangement

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FIRST SCHEDULE

STATISTICAL SUBJECTS

1. Births and deaths
2. Internal trade
3. Primary and secondary production
4. Agriculture, livestock, horticulture and allied industries
5. forestry
6. Fisheries
7. Factories, mines and productive industries generally
8. Employment and Unemployment
9. Salaries, wages, bonuses, fees, allowances and any other payment and honoraria for service rendered
10. Income, earnings, profits and interest
11. Output, stocks, sales and deliveries and details relating to services provided
12. Orders, work in progress, outgoings and costs (including work given out to contractors) and details of capita expenditure
13. Receipts outstanding, fixed capital assets and plant (including the acquisition and disposal of those assets and plants)
14. Social, educational, labour and industrial matters (including association of employers, employees and other persons generally)
15. Industrial disturbances and disputes
16. Banking, insurance and finance generally
17. Commercial and professional undertakings
18. Distributive trades
19. Health
20. Transport and communication in all forms of land, water and air
21. Wholesale and retail prices of commodities, rents and costs of living
22. Injuries, accidents and compensation
23. Land tenure and the occupation and use of land
24. Local Government

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SECOND SCHEDULE

OATH OF OFFICE AND SECRECY

I, ... do swear that I will faithfully and honestly fulfill my duties as .....in conformity with the requirements of the Statistics Law of 2009, and that as provided in this Law, I will not disclose or make known any matter or thing which comes to my knowledge by reason of my employment.

Made at this ..... day of .....

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FIRST SCHEDULE
(Section 3)

This printed impression has been carefully compared by me with the Bill which has been passed by the House of Assembly and found by me to be a true and correctly printed copy of the said Bill.

WALTER N. ADOGU
Ag. Clerk of the Legislature

SECOND SCHEDULE
(Section 4 (1))

I assent/Do not assent

MR. PETER OBI
Governor

Dated the ---------- day of ----------, 2009.

THIRD SCHEDULE
(Section 8 (2))

Assented to on the ---------- day of ----------, 2009.

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