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<td>Agricultural Census</td>
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<td>CBN</td>
<td>Central Bank of Nigeria</td>
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<td>CBOs</td>
<td>Community-Based Organizations</td>
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<td>CEAR</td>
<td>Centre for Econometric and Allied Research</td>
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<td>CPTC</td>
<td>Corporate Planning and Technical Coordination</td>
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<td>CSS</td>
<td>Common Statistical Services</td>
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<td>DPRS</td>
<td>Department of Planning, Research and Statistics</td>
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<td>DQAF</td>
<td>Data Quality Assessment Framework</td>
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<td>EAs</td>
<td>Enumeration Areas</td>
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<td>FACCS</td>
<td>Federal Agencies Consultative Committee on Statistics</td>
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<td>FCT</td>
<td>Federal Capital Territory</td>
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<td>FIIRO</td>
<td>Federal Institute of Industrial Research, Oshodi</td>
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<td>GDDS</td>
<td>General Data Dissemination System</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GENIS</td>
<td>Government Enterprise Statistical Information System</td>
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<td>GIS</td>
<td>Geographic Information System</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>ISIC</td>
<td>International Standards for Industrial Classification</td>
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<td>Local Area Network</td>
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<td>MTR</td>
<td>Mid-Term Review</td>
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<td>National Council on Statistics</td>
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<td>National Advisory Committee on Statistics</td>
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<td>NEEDS</td>
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<td>NISER</td>
<td>Nigerian Institute for Social and Economic Research</td>
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<td>National Statistical Master Plan</td>
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<td>NSS</td>
<td>National Statistical System</td>
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<td>OSGF</td>
<td>Office of the Secretary to the Government of the Federation</td>
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<td>Project Implementation Unit</td>
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<td>PRS</td>
<td>Poverty Reduction Strategies</td>
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<td>SBS</td>
<td>State Bureau of Statistics</td>
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<td>SDC</td>
<td>Sector Design Committee</td>
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<td>Sustainable Development Goals</td>
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<td>Standard Data- Metadata Exchange</td>
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<td>Supply-Use Table</td>
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<td>SESS</td>
<td>Sectoral Statistical System</td>
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<td>SMART</td>
<td>Specific, Measurable, Achievable, Relevant and Time-Bound</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<td>SNA</td>
<td>System of National Accounts</td>
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<td>SSA</td>
<td>State Statistical Agency</td>
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<td>SSDS</td>
<td>Sector Strategy for Development of Statistics</td>
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<td>State Statistical Master Plan</td>
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<td>State Statistical System</td>
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<td>Statistics Trust Fund</td>
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<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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<td>SURE-P</td>
<td>Subsidy Reinvestment Programme</td>
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<td>UN</td>
<td>United Nations</td>
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<td>VPN</td>
<td>Virtual Private Network</td>
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<td>WAN</td>
<td>Wide Area Network</td>
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EXECUTIVE SUMMARY

1. CONTEXT
Every country needs to describe its social, demographic, economic and environmental conditions to create knowledge on society which is a prerequisite for forming opinion and making political decisions on a sound basis. Statistics is an indispensable tool for national development, growth and planning. Governments without viable infrastructure for information generation, dissemination and usage are severely handicapped in doing proper planning, monitoring and evaluation of development programs and projects and also in arriving at good decisions with respect to government policy formation. Reliable, independent and trustworthy information on all aspects of society is therefore needed for policy makers to make evidence-based planning and policy decisions, researchers to analyze society and citizens to form opinions and hold government accountable for their actions. Simply put, good statistics lays the foundation for good governance and democratic society. Citizens will be able to hold their government accountable, civil society can use freely and easily accessible information as a sound basis for their advocacy work. Furthermore, the success of Development Plans is measured by the quantum of data, information and indicators of the society that are available. Statistics lie in the core of development planning and the absence of such data makes it impossible to ensure future development and welfare of the society.

In Nigeria, a number of policy initiatives have been developed into strategies and Action Plans, prominent among which are National Economic Empowerment and Development Strategy (NEEDS) at the federal level and in states, State Economic Empowerment and Development Strategy (SEEDS), the 7 point agenda, Vision 20:20:20 in which Nigeria aspires to be among the top 20 economies by 2020, and just recently Eradication of Corruption. All these national aspirations come to nothing without good statistics. This is because no meaningful development can take place without statistics to identify socio-economic problems and guide formulation and implementation of policies and programs for development.

Most of the statistics produced in the country emanate from the National Bureau of Statistics (NBS), State Statistics Agencies (SSAs) and Ministries Departments and Agencies (MDAs) at the Federal level.

The Statistics Act 2007 established the National Statistical System (NSS) with the objective of raising public awareness about the importance of statistics, to collect, analyze and disseminate quality data; promote the use of statistics and build capability for the production and use of data. The NBS serves as an institution responsible for the production of official statistics that is required to sharpen the apparatus for economic growth and development.

In the context of 2007 Statistics Act, the NSS is made up of the Producers of statistics including NBS as the Coordinating Agency of the system, statistics units of the MDAs, SSAs and local government statistical units, data users including key users such as: policy formulators and decision makers in public and private sectors, informal and formal sectors, data suppliers including establishments in public and private sectors, informal
and formal sectors, and research and training institutions including Universities and other Tertiary institutions and research institutes.


The purpose of NSDS is to provide mechanism for further reform of the NSS and acceleration of statistical development in Nigeria. NSDS engenders development of an integrated, harmonized, coordinated and coherent NSS to guarantee unified data production process. It covers the entire NSS, draws together data producing sectors and users and addresses the concerns of States, the MDAs at the federal level and other agencies responsible for the production of administrative data. The crafting of NSDS is in response to the Marrakech (2004) Action Plan for Statistics (MAPS) highlighting the need for African Countries to mainstream strategic planning in their Statistical Systems especially through the implementation of NSDS. MAPS sets a target for all low-income countries to have designed NSDS by 2007 with a view to producing high level statistics for national and international use by 2010.

The central focus of the NSDS is to ensure the existence of Statistical System in Nigeria that will be capable of effectively meeting Local, State, National and International data needs. Specifically, NSDS will strengthen the country’s capacity to produce quality statistics based on international best practices and standards to support national and international development initiatives, improve coordination and promote understanding between producers and users, strengthen national capacity to produce, manage and disseminate statistics through an integrated NSS and ensure sustainability. The National Strategy for the Development of Statistics (2017-2021) is a follow-up activity to the National Statistical Master Plan (NSMP) and the generic States Statistical Master Plans (SSMP); and the National Strategy for the Development of Statistics (2010-2014). After a critical assessment of the performance of these strategies, it has been identified that the following requires serious attention for better performance:

i. NBS should be completely autonomous reporting directly to the President;
ii. The Statistician-General must be a person who has passion for statistics;
iii. There should be a Deputy Statistician-General;
iv. The Board must be made up of Statistical Technocrats;
v. The Act must be widely publicized and fully implemented;
vi. The penalty for failure by data suppliers to supply information to producers of statistics must be made to serve as a deterrent. The present penalty is too small.

VISION

The Vision of NSS as reviewed:

“The Vision of NSS is to be a proactive, coordinated, well-managed and resourceful system, capable of meeting statistical data and information needs of society through sustainable national development”
MISSION
The Mission of NSS as reviewed:
“The Mission of NSS is to raise public awareness about the importance and role of statistical information, collect, process, analyze and disseminate quality statistical data and information in a coordinated manner, promote use of best practices/international standards in statistical production, management and dissemination; promote the use of statistical data and information of all levels of human activities, and build sustainable capacity for the production and use of statistical data and information in Nigeria”.

The main elements of NSDS are:
   i. Organizational and institutional development
   ii. Human resource management and development
   iii. Infrastructural development
   iv. Coordination of data production
   v. Data dissemination policy
   vi. Statistical auditing to ensure compliance with local and international standards
   vii. Securing adequate funding for plan implementation and
   viii. Data development.

3. IMPLEMENTATION
Strategic implementation is perhaps the most central aspect of the NSDS. Putting projects into action is the vital step linking planning stage to the final achievement of strategic objectives, which makes implementation of utmost importance to strategic planning efforts. Many effectively formulated strategies fail because they are not successfully implemented. The NSDS is all about attaining the vision, fulfilling and achieving the mission, core values, objectives and key outputs of the NSS.

NSDS is a capacity building strategy as such, its implementation requires, among other things, mobilizing drivers of strategic success, including an improved legal framework, strategy-friendly institutional and organizational setups, staffing, and development of training plan in the circle, statistical infrastructure and strategy awareness.

In preparing this strategy document, there were consultative meetings by the consultants with selected groups at NBS, SSAs and MDAs. There was also a SWOT diagnostic approach to updating achievements and lapses in the current state of the National Statistical System, acquaint and educate participants with the National Statistical Master Plan (NSMP), State Statistical Master Plan (SSMP) and the elapsed National Strategy for the Development of Statistics (2010 - 2014). These meetings were also intended to holistically improve past implementation strategies and to enlist ownership and active commitment of the SSAs and the MDAs to the implementation of the initiatives.
Successful implementation of the NSDS involves collaborative support from politicians and decision makers in government from whom policies are formulated in respect of production and dissemination of official statistics.

Monitoring and evaluation will be part of the NSDS implementation and will be a common M&E framework.

An evaluation of the Project Implementation Unit (PIU) in NBS in terms of efficiency, timely implementation and role in capacity development for the NSDS indicated a substantial degree of success over the last years. Project Implementation Unit (PIU) was formed in NBS to provide for support, manage and improve capacity of the Bureau to collaborate and coordinate the implementation process of the medium term plan. However, PIU was established in the Department of Corporate Planning and Technical Coordination (CPTC). In order to effectively support the implementation of the NSDS, the agencies of the NSS are required to work together and agree on their rights and obligations. Such agreements shall be embodied in a Memoranda of Understanding (MOUs) between the NBS and each of the other agencies of the NSS.

Monitoring and evaluation avail the satisfaction of reporting progress made and imputing corrective measures to loopholes that hinder achievements to strategic objectives and goals. It follows a logical framework in which quality can be measured and institutionalized. The key monitoring indicators as set out in the NSDS logical framework will form the basis for reviews at various stages -- quarterly, annually, mid-term and terminal. The review of NSDS 2010 - 2014 was carried out by Multi – Agency (African Development Bank, Paris21 and UN Commission for Africa) Team in February, 2014. The NBS will provide relevant dataset to the National Planning Commission (NPC) which implements Monitoring and Evaluation (M&E) Master Plan.

4. Budget and Financing the Plan
The NSDS 2016 - 2020 is a five year development scheme for NSS. It is meant to deepen the developments achieved during NSDS, 2010-2014 in those agencies who participated actively, to quicken participation at the Agencies who were lukewarm and to extend the scheme to the Agencies that were not covered in the 2010 – 2014 schemes. To this extent, the budget covers the NBS, the 36 States plus the Federal Capital Territory, and 27 Ministries and Autonomous Agencies. The Ministries, Departments and Agencies (MDAs) here mean Departments of Planning, Research and Statistics in Ministries and Agencies who have no supervising Ministries (i.e. report directly to the Presidency) but are key to statistical production and usage. These MDAs are put at about 27.

The budget therefore is of three components namely:
   i. NBS
ii. SSAs, and
iii. MDAs.

There is a summary budget combining the three above. In arriving at the budget for NBS, we took notice of the number of staff on ground (2383) as at January 2015, the status of the strategic objectives and what needs to be done. It is therefore important that the budget covers:

i. personnel cost based on staff strength of 2383 plus allowances (e.g. hazard allowances) that had hitherto remain unpaid

ii. overheads based on reality taking into consideration the spread of NBS offices and the cost of electricity supply

iii. capital increased significantly to ensure that NBS stops depending on donors for their capital, and

iv. other strategic objectives budgeted for at the same level as in NSDS 2010–2014 because the full objectives have not been achieved.

**SSAs Budget:** Here, cognizance is taken of the fact that not all the states participated effectively in the NSDS, 2010-2014 and those who did, have not fully put in place the State Statistical Bureaus. Therefore, their budgets are at the same level as in the just concluded NSDS. The budget is therefore for 36 States and FCT.

**MDAs Budget:** NSDS 2010-2014 was least effective in the MDAs. Therefore, costing for them is as if they are coming on board for the first time. About 27 of them are expected to be covered.
CHAPTER ONE
BACKGROUND

1.1 Economic and Social Conditions
Nigeria is a Federal Republic composed of 36 States and a Capital Territory, with an elected President and a Bicameral Legislature. It operates the Presidential system of Government with three distinct but complementary arms namely the Executive, the Legislature and the Judiciary, each acting as a check on the other two. Each State is made up of administrative entities called Local Government Areas, which number 774 at present. The country operates three tiers of governance, namely, Federal, State and Local. The country is a West Africa Nation, greatly endowed in both human and material resources. Nigeria has a population estimated at about 173.2 million, bordered in the Gulf of Guinea, between Benin and Cameroon with a total area of 923,770 sq km (land, 910,770 sq km and water, 13,000 sq. km) and an equatorial and semi-equatorial climatic conditions characterized by high humidity and substantial rainfall.

Nigeria’s real Gross Domestic Product growth averaged 5.31 percent over the last four years. The country is Africa’s largest economy following the rebasing of her GDP of 2013 standing at N80,092,563.38 million. The contribution of agriculture, industry and services to real GDP in 2013 was 23.33, 24.81 and 51.86 percent respectively. Inflation moved from an average of 12.6% in 2009 to 8.5% and 8.0% in 2013 and 2014 respectively. Life Expectancy at Birth (Years) stands at 48.4 in 2014, Adult Literacy Rate (%) and Incidence of Poverty are 57.9 and 69.0 respectively as at 2010. Nevertheless, Subsidy Reinvestment Programme (SURE-P) is aimed at Supporting Social Safety Net programs like Save One Million Lives, creating jobs for the teaming unemployed youths including infrastructure and providing health care services for the Nigerian populace. Other social protection and insurance programs are the Universal Basic Education Programme, Cash Transfers Schemes, National Health Insurance Scheme, Contributory Pension Scheme etc., all aimed at improving the lives of majority of Nigerians.

Following the change in regime to democratic rule in 1999, the government once again commenced a process of reviving development planning that had hitherto been neglected by successive military administrations. This was informed by government’s need for evidence based policy-making especially in view of the Millennium Development Goals (MDGs), now called Sustainable Development Goals (SDGs), the wider democratic space which allows for the plurality of political participation, as well as new governance expectations as a reflection of citizens’ increasing interest, knowledge and awareness about their own civic responsibilities. In 2004, Nigeria developed a home-grown Poverty Reduction Strategies (PRS) called NEEDS, which in part aimed at strengthening the country’s progress towards the attainment of the MDGs. National Economic Empowerment and Development Strategy (NEEDS) at the federal level was also replicated at the State-level as State Economic Empowerment and Development Strategies (SEEDS). Both MDGs’ planning and the NEEDS/SEEDS process confronted and revealed the huge decay in country’s statistical system. Indicating that the statistical system clearly requires an overhauling to support
not just MDGs planning and monitoring, but development planning as well as the entire range of data dependent activities and processes for development to take place. The Paris21 and the Marrakech Action Plan for statistics development drew attention to, and proposed a roadmap to overcome one of the greatest developmental challenges of developing countries, including Nigeria. Earlier attempts to address the statistics challenge in Nigeria included the development of both National and State Statistical Master Plans, and Nigeria’s National Strategy for the Development of Statistics (NSDS, 2010-2014).

The importance of statistics in planning at the macro, micro and unit levels cannot be over-emphasized as no meaningful development can take place at any of these levels without accurate and reliable data. Over the last decade, the demand for statistics continued to increase as policymakers, administrators, civil society, businesses, researchers and the general public increasingly need statistics to inform their decisions. Consequently, the Statistics Act, 2007 (Act No. 9 of 2007) established for Nigeria a “National Statistical System” (NSS) with objectives to: raise public awareness about the importance of statistics; collect, process, analyze and disseminate quality data; promote the use of statistics; and build capacity for the production and use of data.

The Act has in addition established a National Statistics Office, the “National Bureau of Statistics” (NBS) which plays the role of coordinator of the NSS with powers to collect, request and be provided with data throughout the country on a wide range of matters. The NBS serves as an institution responsible for the production of official statistics that is required to sharpen the apparatus for economic growth and development. The Statistician General is responsible to the Presidency and is therefore politically in a position to influence decisions of government. Good statistics that have been collected according to agreed good practices are crucial as a tool for development. They provide the information, the evidence needed for the business of government—both day to day administrations as well as for policy analysis.

The NBS is to adopt a suitable and acceptable methodology, definitions and standards (Compendium of Statistical Terms, Definitions, Concepts and Methodologies), across all agents of statistics in the country both at the state(SSA) and local government levels, in an effort to make statistics usable.

Policy, planning, monitoring, evaluation and decision-making, need a reliable, relevant, credible and sustainable national statistical system underpinned by robust and predictable coordination mechanisms. In view of Nigeria’s Vision 20:2020 (NV20:2020) which is a long term development goal designed to propel the country to the league of the top 20 economies of the world by 2020, there is need to redirect both the quantity, quality and methods of statistical production to the path of growth. The roadmap has been carefully laid out in the implementation plan of the Vision. Over the last eight years of NV20:2020, tremendous improvements have been made in the scope, relevance, quantity, timeliness, and quality of statistical data produced by the NBS as they are gauge for the milestone of the Vision agenda. The three pillars of the Vision agenda are:

a). Guaranteeing the productivity and wellbeing of the people

b). Optimizing the key sources of economic growth
c). Fostering sustainable social and economic development.

Essentially, the development and implementation of the NSDS within the time space is an integral part of the Vision.

1.2. The Changing Status of Statistics

The merger of the erstwhile Federal Office of Statistics (FOS) and the National Data Bank into the National Bureau of Statistics (NBS) and the enactment of the Statistics Act, 2007 signaled potential change of official attitude towards statistics development for enhanced integrity of data production and dissemination. The NSDS seeks to address this concern by ensuring ownership of the reform initiative by government at all levels, also through more effective coordination (vertical and horizontal) mechanisms.

The public and other stakeholders, including government officials, are deeply concerned in the quality of service delivery arising from issues of accountability and sustainability of statistics. There is an upward demand for reliable statistics by the public who ought to be informed on the state of public governance in Nigeria, for instance, the many unemployed people, the margin of the population below the poverty line, the many pupils in public schools, the many people who have access to telecommunications, the quality of health care services, etc.

The data revolution provides a new window of opportunity with data sources that are more interactive than traditional data sources. Through the provisions of the 1999 Nigerian Constitution, government at each tier has the power and responsibility to produce its own statistics. At present, the advocacy level and coordination of the NSS is creditable; through increased collaboration, openness and engagement with critical stakeholders, including other government agencies, business associations, academia and the media, NBS has developed a reputation of being able to undertake nationally representative data collection exercises with higher quality. There are more professionals in the business of statistics than it was before 2005 when the National Master Plan was invented. Accordingly, this headway has reengineered the adoption of modern and acceptable Information, Communication and Technology (ICT) in the development of statistics across the country.

1.3 State of Statistics Production at the State and MDA levels

Most of the statistics produced in the country emanate from the National Bureau of Statistics (NBS) and State Statistical Agencies (SSAs). Prior to the presentation of the State Statistical Master Plan (SSMP) in 2006/2007, there was no framework to guide States in the production of statistics. Today, the situation in many of the states has changed considerably. Some have made efforts to improve their statistical production capacities aided by increased budgetary allocations. Many States have enacted their Statistical Edicts with support from NBS; some other States are at different stages of developing their Statistics Edicts; some State Bureaus of Statistics have been signed into law and have started implementation. This would undoubtedly improve the activities of statistics production at the state level and further complement the degree of national data production.
Nevertheless, statistical capacity and performance at the Local Government level has remained pretty low. Only a few Local Governments produce some form of Administrative Statistics arising from lack of human capacity and funding to do so. Statisticians in the Local Governments are yet to fully comply with modern standards and principles of data production perhaps because of the poor level of training and funding. The Ministries, Departments and Agencies (MDAs) at all levels of government should support their various research and statistics departments together with NBS (as the coordinating body of the National Statistical System) to provide the necessary funding, equipment, methodologies and as well as human capacity to produce credible data on all areas of operations of the MDAs, to be used internally and made available for external users. The outlook of the Planning, Research and Statistics (PRS) departments of the MDAs are better, data are produced though at minimal level. In some cases, there are projections and estimates in the absence of actual surveys. However, an intensified collaboration with NBS would improve the current status at producing the desired results.

1.4 National Strategy for Development of Statistics [NSDS]
The National Strategy for the Development of Statistics (NSDS) is a five-year strategic plan. It is to provide mechanisms for a holistic reform of the National Statistical System (NSS) and ensure an integrated, unified data production system in the country. The Strategy is also being developed as a framework for strengthening statistical capacity across the entire National Statistical System for result-oriented management. The National Strategy for the Development of Statistics (2017-2021) is a follow-up activity to the National Statistical Master Plan (NSMP) and the generic States Statistical Master Plans (SSMP); and the National Strategy for the Development of Statistics (2010-2014) which targeted eleven strategic goals: Statistical Advocacy, Organizational and Institutional Development, Human Resources Development, Infrastructural Development, IT Development, Statistical/Institution Coordination, Data Dissemination Policy, Statistical Auditing/Benchmarking, Data Quality Management, Data Development, and Statistical Funding.

The NSDS (2017-2021) is equally expected to build on NSDS (2010-2014) to provide an integrated framework within which different sectors will generate, disseminate and use statistics that are credible, reliable, meet individual needs as well as provide a sound basis for national planning and development. It is a road map to determining where we were, where we are, where we want to be and how to get there.

Therefore, the overriding essence of the strategy is to ensure coordinated production of quality statistics using international best practices. The Strategic Plan will guide planning and resource allocation over the next five years and will be reviewed annually in light of stakeholder needs and the emerging socio-economic priorities. It brings together all agencies involved in data production across the three tiers of government (Federal, State and Local Governments). The Strategy includes, engaging and involving major statistical stakeholders as well as policy makers at the Federal, MDAs, States and Local Government levels to support the objectives and implementation of Government policies and development plans in light of the Nigeria Vision 20:2020 and the Sustainable Development Goals.
1.5 The Role of National Bureau of Statistics (NBS)
At the Federal level, the National Bureau of Statistics (NBS) is a parastatal of the National Planning Commission (NPC), headed by a Statistician General. With the enactment of the Statistics Act, 2007, the NBS is charged with the responsibility of coordinating national statistical system, NSDS; collect, compile, disseminate/publish and store data on a wide range of economic and social statistics using the best scientific methodologies for Nigeria. The Bureau also helps to develop and maintain databases for national statistics and interface with other countries and statistical agencies across the world. It promotes coordination of statistics among producers of official statistics in the country with a view to advance the quality and quantity for optimum use, and to serve as an apparatus for standards, classifications and procedures for producing official data.

The NBS has offices in all the States of the federation, including three Schools of Statistics located in Ibadan, Enugu and Kaduna respectively. It produces a wide range of data for the society with the exclusion of Population Census and related activities which are the responsibilities of the National Population Commission. In addition, it conducts necessary censuses and surveys, and produces sets of data required to gauge status of development through planning, decision-making, and assessment of government policies and provides statistical advice to the government.
CHAPTER TWO

NATIONAL STATISTICAL SYSTEM: STRUCTURE AND SITUATION ANALYSIS

2.1 Introduction
A National Statistical System is a system that has a coherent body of data. The essence of a National Statistical System [NSS] is to bring together players in the data production industry and ensure continuous co-operation among producers and users of official statistics in order to advance standardisation, quality, consistency, comparability and avoid unnecessary and costly duplications. Without doubt, statistical production, dissemination and usage require some coordination, cooperation and teamwork of the stakeholders of the system. Among participants in the system are producers, users, suppliers of statistics and research/training institutions; while activities involved include compilations, use and supply of raw data. A National Statistical System is a partnership between those responsible for policy formulation and those implementing so that the latter know precisely what the former wish to achieve, and thereby facilitate production of relevant information to reinforce planning cycle.

2.2 Constituents of the NSS
Under the Statistics Act, 2007 of Nigeria, the NSS is constituted by:

i. Producers of statistics, including the NBS as coordinating agency of the system, line MDAs, SSAs and Local Government Statistical Units.
ii. Data users, including policy and decision makers.
iii. Data suppliers, including establishments and households.
iv. Research and Statistical Training Institutions, including tertiary educational institutions.

2.2.1 Producers of Statistics
The role of the producers of statistics is to ensure availability of high quality statistical products, over an extended range of economic and social subject-matters, required by users for a host of purposes. The producers are at the centre of the system.

Producers of National Statistics
In Nigeria, producers of official statistics include the National Bureau of Statistics National Bureau of Statistics (NBS), State Statistical Agencies (SSAs), National Population Commission (NPopC), Central Bank of Nigeria (CBN) and a host of Ministries, Departments and Agencies (MDAs).

National Bureau of Statistics (NBS)
The NBS is the [Apex] National Statistical Office responsible for the development and management of official statistics in Nigeria. It is the authoritative source and custodian of official statistics in the country. Its responsibilities include:

a) Co-ordination of the NSS.
b) Advising the Federal, State and Local Governments on all matters relating to statistical development.
c) Developing and promoting use of statistical standards and appropriate methodologies on the system.
d) Collecting, compiling, analysing, interpreting, publishing and disseminating statistical information with respect to the nation and part thereof alone or in collaboration with other agencies, both governmental and non-governmental agencies.

e) Developing and maintaining a comprehensive national data bank by encouraging relevant units in ministries and agencies to develop their sectoral data banks and linking them up with the National Data Centre [NDC] at the Bureau.

f) Providing a focal point of contact with international agencies on statistical matters.

g) Carrying out all other functions relating to statistics as the Federal Government may assign to the Bureau.

State Statistical Agencies (SSAs)
There are 36 States and a Federal Capital Territory in Nigeria, each with a Statistical Agency (SSA), (soon to be the State or FCT Bureau of Statistics). Their responsibilities include:

a) Co-ordination of the State Statistical System in concert with the NBS.

b) Advising the State and Local Governments on matters related to statistical development, consistent with the National Statistical policy.

c) Developing and promoting use of statistical standards and appropriate methodologies in the State Statistical System in line with the national statistical standards.

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c) Developing and promoting use of statistical standards and appropriate methodologies in the State Statistical System in line with the national statistical standards.

d) Collecting, compiling, analysing, interpreting, publishing and disseminating statistical information with respect to the State [or FCT] alone and in collaboration with other public and private agencies.

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d) Collecting, compiling, analysing, interpreting, publishing and disseminating statistical information with respect to the State [or FCT] alone and in collaboration with other public and private agencies.

e) Developing and maintaining a comprehensive State Data Bank with linkage to the NDC at the NBS.

f) Providing a focal point of contact with agencies on State statistical matters.

g) Carrying all other functions relating to statistics assigned by the respective State Governments/FCT Administration and national requirements.

National Population Commission (NPopC)
The National Population Commission [NPopC] was established in 1989 by Decree No. 23. The origin of the Commission was the Demographic and Population Division of the then Federal Office of Statistics, the predecessor of the NBS. Its focus has been the sub-set of the FOS/NBS mandate dealing with population matters:

a) Undertake the complete enumeration of the population of Nigeria, through censuses, demographic surveys and registration of vital events.

b) Prepare and maintain a national framework by delineating the country into geographic Enumeration Areas which form the frame for censuses and surveys.

c) Establish and maintain machinery for continuous and universal registration of vital events throughout the country.

d) Collect, collate and publish data on migration statistics.

e) Conduct researches, monitor the national population policy and set up a national population information data bank.

f) Provide information and data on population for purpose of facilitating national planning and economic development.

g) Advise the Federal Government on population-related matters.
h) Disseminate population information and educate the general public on the activities of the Commission.
i) Arrange the appointment and training of enumerators and other categories of staff of the Commission.
j) Do all such other things as may be necessary, desirable, expedient, supplementary or incidental to the performance of its functions.

So far, the NPopC has conducted two population censuses, in 1991 and 2006 respectively.

Central Bank of Nigeria (CBN)
CBN derives its authority for data collection from the supplement to official Gazette Extraordinary, No. 26 w/78, 25\textsuperscript{th} June 1991. Its Statistics Department is responsible for collection and compilation of monetary and financial data to enhance the achievement of the Bank’s core mandate of monetary policy formulation and implementation in particular. It carries out the following surveys to collect data for its Annual Reports:
   a) Monetary and Financial Statistics.
   b) Survey of Banks.

Federal Ministries, Departments and Agencies [MDAs]
In recognition of the responsibilities for collecting and compiling administrative statistics in different sectors, the Civil Service Reform Decree No. 43 of 1988 established a Department of Planning, Research and Statistics (DPRS) in each Federal Ministry/Extra Ministerial Department. The legislation broadly requires the Statistics Division of the DPRS to generate statistics for the sectors, and specifically generate:
   a) Internal statistics issues such as personnel, finance, physical resources, operations and output for the MDAs.
   b) Sectoral statistics with respect to the sector of the society or area of concern over which the Ministry/Extra-Ministerial Department has jurisdiction.
   c) Manage the compilation of Administrative Statistics in the Sector/MDA.

2.2.2 Data Users
Data users as clientele of data production systems demand and utilize statistical products and services. It is vital that statistical data and information are user-focused, user-friendly and demand-driven. Data users are diverse in nature, and include the following:
   - Policy and decision makers in government, MDAs and other public sector institutions.
   - Politicians in the Federal and State Legislatures.
   - State and Local Government authorities.
   - Researchers and Academicians.
   - Non-Governmental Organisations [NGOs] and Community-Based Organisations [CBOs].
   - Private Sector Organizations [PSOs].
   - Development Partners and International Organisations.
   - The Media.
   - The General Public.
Statistical data and information are used for a variety of purposes including:

**Governments**

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

- Assess policy and programme options for improving the well-being of the populace: building roads, provision of clean water, building schools, providing relief in cases of disasters, etc.
- Monitor implementation of development programmes and measure their impact.
- Undertake governance and administration such as deciding on grants to give to different administrative units, demarcating constituencies for electoral purposes, identifying vulnerable groups in society for the design of special programmes, etc.
- Demonstrate progress towards development targets, as well as plan and monitor the implementation success of policies.

**Private Sector**

Economic agents (business enterprises, associations, trade unions, etc.) use data to assess opportunities, risks and prospects. Traders, for instance, use statistics to determine whether or not to buy and sell products or take critical investment decisions. A trader will want to know the prices of produce at the farm and the prices in the market before he decides whether or not to buy.

**Non-Governmental Organizations [NGOs] and Community-Based Organizations [CBOs]**

NGOs are voluntary organizations that work for specific humanitarian causes, while CBOs provide social services at local levels. Both types need data to plan, implement, and monitor and evaluate their activities.

**Development Partners and International Organizations**

There are many Development Partners (Bilateral and Multilateral) assisting Government with its development programmes. They use statistics to assess requirements for assistance, to determine the level of support for development initiatives and to provide advice on international standards in data development and management.

**The Media**

The Press [Media] use statistics to inform analysis and enhance advocacy and debate on contemporary various issues.

**The General Public**

The general public uses statistics for variety of purposes, including public debate, informing individual decision-making and assessing performance of government.

**2.2.3 Data Suppliers**

These components of the NSS are very important but not adequately acknowledged. Data suppliers include:

- Households.
- Individuals and groups within specified organizations.
- Establishments and institutions.
The role of data suppliers is to cooperate with data collecting agencies in providing accurate data and information when requested, in the form required and on a timely basis. If suppliers of information perform this role well, the system is assured of production of quality statistics and in timely manner.

2.2.4 Research and Training Institutions

Research Institutions:
A lot of data collected by producers are not sufficiently analysed. To add value to data or engage in definitive and policy-related analysis, researchers, academicians and subject-matter specialists are invited to bring their knowledge to bear on the process of data analysis and provision of informed comments on the usability of data products. These research efforts are concentrated in institutions such as:
- Centre for Econometrics and Allied Research (CEAR).
- Federal Institute of Industrial Research, Oshodi (FIIRO).
- Research and Statistics Department at the CBN.
- Institutes of Agricultural Research and Training in different parts of the country.
- Departments of Statistics and Economics.

Training Institutions:
Training institutions use life data for teaching and illustration purposes. They also play a major role in meeting the training needs of the NSS, and in developing and promoting appropriate data collection methodologies and analysis techniques. These institutions contribute significantly to statistical capacity building and overall development of the NSS. They play a major role in providing the training needs and human resources of the NBS and other MDAs at the Federal, State and Local Government levels as well in the private sector. They are also often involved in data production and data use activities, and participate in the development of concepts and methodologies through research and consultancy activities. Universities, for instance, provide constructive criticisms of data, adding value to development of statistics in Nigeria.

The training institutions are:
- NBS Schools of Statistics.
- Departments of Statistics in Nigerian Polytechnics.
- Departments of Statistics and/or related subjects in Nigerian Universities.

These institutions run programmes in Statistics at the sub-degree, degree and post-graduate levels.

2.3 Regulatory Framework for NSS in Nigeria

It is generally agreed internationally that a binding statistical legislation is a fundamental pre-requisite for an effective statistical system. A strong legal base is also central to the protection of confidentiality and assurance of impartiality 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 a minimum do the following:

- List the functions of the statistical system, including dissemination and publication of statistics as required for economic and social policy-making, and to satisfy the essential requirements of domestic and international users.
b) Provide the legal power to collect information and spell out corresponding penalties for violations.
c) Establish professional independence of the statistical system from political interference.
d) Ensure confidentiality of information provided by individual entities.
e) Provide the coordination of statistical activities.
f) Provide for the establishment of a National Statistical Office (NSO) and the NSS.

The regulation provides a solid frame to NSS which will allow it continue to successfully meet the challenges of future as it forms a major thrust of organisational and institutional development sub-components.

The Nigerian Statistical Act 2007 is aligned with the UN Fundamental Principles of Official Statistics. The Act established the National Bureau of Statistics (NBS) and provides for a Governing Board comprising 15 members of which 6 are political representatives. It also provides for a Statistician General (SG) as the Chief Executive Officer Statistics (CEO) of the NBS. The key activities which are – collection, compilation, dissemination and interpretation of statistical information are embodied in the Act. The Statistics Act 2007 since its enactment has at a minimum, achieved the following:

- It lists the functions of the statistical system, including the dissemination and publication of statistics as required for economic and social policy making and expected to satisfy the essential requirements of domestic and international users; sections 2, 6, 14, 20(1), 27. The Statistics Act 2007 includes broad and encompassing provisions on the functions of the NBS and other elements of the NSS.

- It provides the legal power to collect information; sections 22, 28. The Act endows the NBS with the legal power to collect all data required to fulfill its purpose, whilst in addition, creating offences and penalties for defaulters.

- It establishes the professional independence of the statistical system from political intervention; - sections 5(3) and (4), 18(2). The Act provides for the professional independence of the statistical system despite the fact that, the statistical agencies/elements of the system should be mainly financed by government budgetary resources. It also provides for the autonomy of the NBS in order to ensure its credibility and that of the statistics it produces.

- It ensures the confidentiality of information provided by individual entities; - section 26, as the Act endows the NBS with the legal power to protect the confidentiality of responses. This is essential to the building and maintenance of goodwill toward agencies and confidence in the whole statistical system, without which a statistical system cannot function effectively.

- It provides for the coordination of statistical activities – sections 3, 6(a), 14(b), 19. Inter-agency coordination in the statistical system is adequately provided for under the Act.
2.4 Key Outputs
In Nigeria, a socio-economic data base is at present being developed, using outputs from the following publications (latest editions):

Table 2.1: National Bureau of Statistics Publications

<table>
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<th>S/N</th>
<th>NAME OF PUBLICATION</th>
<th>PERIODICITY</th>
<th>CURRENT EDITION</th>
<th>LATEST HARD COPY AVAILABLE</th>
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<td>General Household Survey</td>
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<td>3</td>
<td>Social Statistics in Nigeria</td>
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<td>2011</td>
<td>2010</td>
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<td>Core Welfare Indicators Questionnaire (CWIQ) Survey</td>
<td>Annual</td>
<td>2006</td>
<td>2006</td>
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<tr>
<td>5</td>
<td>National Consultative Committee of Statistics: Newsletter</td>
<td>Quarterly</td>
<td>2010</td>
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<td>6</td>
<td>Poverty Profile for Nigeria</td>
<td>Every 5 Years</td>
<td>2010</td>
<td>2005</td>
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<td>7</td>
<td>The Nigerian Statistical Fact Sheets</td>
<td>Annual</td>
<td>2010</td>
<td>2008</td>
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<td>8</td>
<td>Consumer Price Index</td>
<td>Monthly</td>
<td>MAY 2015</td>
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<td>Quarterly Foreign Trade Summary</td>
<td>Quarterly</td>
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<td>10</td>
<td>Annual Abstract of Statistics</td>
<td>Annual</td>
<td>2012</td>
<td>2010</td>
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<td>Nigerian Foreign Trade Summary</td>
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<td>Economic Performance Review</td>
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<td>18</td>
<td>Consumption Pattern in Nigeria</td>
<td>5 Yearly</td>
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<td>2007</td>
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<td>21</td>
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<td>22</td>
<td>Design and Production of National Register of Market Outlets</td>
<td>Occasional</td>
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<td>24</td>
<td>Gender and Poverty Monitoring</td>
<td>Annual</td>
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<td>Upgrading Curriculum of NBS Schools</td>
<td>Occasional</td>
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<td>26</td>
<td>Nigeria 2006 Millennium Developments Reports</td>
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<td>National/Zonal Reports of the 2006 Core Welfare Indicators Questionnaire (CWIQ) Survey</td>
<td>Annual</td>
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<td>29</td>
<td>Information Communication Technology Training Manual</td>
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<td>Algorithm for Costing Road Transportation within the Local Government Areas</td>
<td>Annual</td>
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<td>Directory of Primary Schools in Nigeria (North Central Zone)</td>
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<td>Compendium National Account, Prices and Prices Indices and Public Finance</td>
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<td>Compendium of Terms, Concepts and Definitions</td>
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<td>2007</td>
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<td>Proceedings on Statistics of the (NCCS) National Consultative Committee Meeting held March 1 – 3, 2006</td>
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<td>Nigeria Trade Summary</td>
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<td>Review of the Nigeria Economy</td>
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<td>Demographic Statistics Bulletin</td>
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<td>Education Sector Summary Report</td>
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<td>Global Adult Tobacco Smoking</td>
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<td>Harmonized Nigeria Living Standard</td>
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<td>IGR Tables</td>
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<td>Literacy Report</td>
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2.5 Assessment of the Current Situation of the Nigerian NSS

2.5.1 Governance Structures Including Legal, Institutional and Organizational Setup

Goverance Structure

The NSS is a decentralized mechanism comprising of producers of statistics, expected to ensure availability of quality statistical products – which include the NBS, line MDAs, State Statistical Agencies (SSAs), Local Government Statistical Units (LGSUs); Data Suppliers, who are expected to maintain records and provide accurate data and information when requested; and Data Users, who as clients of the data production system, demand and utilize statistical products and services, and Research/Training Institutions who are supposed to train statisticians.

This statistical system is articulated and coordinated by the National Bureau of Statistics (NBS), which is responsible for the development and management of official statistics in Nigeria based on censuses, surveys and/or administrative records. It is the authoritative source and custodian of official statistics in the country.

The focus of the NSS has been on improving the quality and coordination of statistics in the country. The governance structure of the NSS was established with the enactment of the Statistics Act in 2007. This formally established the NBS, a Governing Board, appointment of a Statistician General and a robust National Statistical System. The Act also provides that the Bureau be funded by the Federal Government, the creation of the National Consultative Committee on Statistics (NCCS), National Advisory Committee on Statistics (NACS) and National Council on Statistics (NCS).

Figure 2.1 below shows the components and linkages of NSS Data Producers. It is obvious from the diagram that the NBS, being the Coordinator of NSS also coordinates Data Producers. Therefore, for the components to work harmoniously, their structure must be of same level of development. The NBS Headquarters’ workers have befitting office
accommodations with conducive environment for quality output. The same cannot be said of their state and zonal offices. All the seven NBS State offices (2 zonal and 5 States: Kaduna, Enugu, Bauchi, Kwara, Niger, Anambra and Lagos) visited are in a sorry state, no befitting office accommodation, chairs, tables, leaking roofs and poor toilet facilities.

The departments of Planning, Research and Statistics in Federal Ministries are supposed to coordinate statistical production in their respective ministries but what we have on the ground is that the statistics units do not exist in some Ministries, even where there are statisticians.

The State Statistical Agencies are at different stages of transformation to State Bureau of Statistics and of promulgation of their enabling laws. Majority of the SSAs need help even to exist. The few that are doing well are linked to their ministries and Local Governments. The common statistical service is functional in such States.

Figure 2.1: Components and linkages of Data Producers in NSS

Legal Setup
The fundamental instrument for safeguarding official statistics and minimizing the disadvantages is the legislative framework that sets out the statistical system and governs its operations. The collection of official statistics is always legally regulated by strong legislation as a prerequisite for an effective system.

The NSS is underpinned by an appropriate legislation to enable institutional and regulatory framework for its operations. The general policy of government with regard to statistical activities, that is, collection, compilation, dissemination and interpretation of statistical information for all statistics producing agencies has been embodied in the Statistics Act of 2007. The Act defines the statistical system and the roles and responsibilities of the various players within the system.
In the implementation of the NSMP and NSDS, the desired, strong legal framework was achieved for the organizational and institutional development of the NSS. This is buttressed by:

- Appointment and inauguration of the NBS Governing Board by the Federal Government. This greatly sped up the implementation of most provisions of the Statistics Act 2007 and hence, the achievement of the objective of the Economic Reform and Governance Project (ERGP) that funded the programme;
- Establishment of the National Consultative Committee on Statistics (NCCS) to identify areas of possible co-ordination among agencies’ programmes and avoid duplications; identify where in the Statistical ACT requires changes over time and recommend to Board of NBS; and develop standards and methodologies for quality, comparability and timeliness of statistical outputs;
- Annual workshops organized by the NBS for the NCCS. This forum is very strategic in the institutional development of the NSS;
- All MDAs at the federal level now collaborate with the NBS in the discharge of their statistical activities. This development was supported by a Circular issued by the Office of the Secretary to the Government of the Federation (OSGF) on 27th August 2009 stating that, “the NBS is the only agency of the Government empowered to coordinate the production and dissemination of Nigeria’s official statistics, and as such each MDA is mandated to ensure that it collaborates with the NBS in the production of statistics peculiar to its operations”.

At the state level, as at July, 2015, 22 states (Abia, Anambra, Cross River, Delta, Edo, Ekiti, Enugu, Gombe, Imo, Kaduna, Kano, Kogi, Kwara, Lagos, Niger, Ogun, Ondo, Oyo, Plateau, Rivers, Sokoto, and Zamfara) had equally raised the status and profile of their Statistical Agencies by promulgating their respective statistics Edicts and appointing Statisticians General.

However, the above stated notwithstanding, the Act provides for a Governing Board comprising 15 members of which 6 are political representatives; this does not align with the UN Fundamental Principles of Official Statistics and may be excluded in future review. Also, the Act provides for a Statistician General as the CEO of NBS to provide high level leadership to NBS and at the same time oversee the technical, administrative and planning functions of the organization. It is best practice that CEO has at least one Deputy as obtained in other countries to enable better performance.

**Institutional and Organizational Setup**
The Fundamental Principles of Official Statistics of the United Nations Statistical Commission are now a universally agreed overarching framework for the mission of National Statistical Offices (NSOs) and indeed for official statistics in any country. These principles have been adopted in the NSS of Nigeria and they give a set of fundamental values and principles which the NSS should comply with in order for the public to have trust in the official statistics produced. These principles include:

- **independence** of the NSS in order to protect the credibility and integrity of official statistics,
- **relevance** which refers to the appropriateness of comprehensiveness of statistical products,
- **credibility** which refers to professionalism, transparency and ethical standards that help create a brand name and define independence and separation from political influence, and
- **respondent relations** which cover suppliers and users of statistics.

The institutional setup of the NSS has been able to achieve integrity and credibility of data by making official statistics free from political influence, ensuring that the NBS is autonomous and has a high profile, putting in place best practices and high professional standards. The key provisions under the Statistical Act in this regard include provision for a Common Statistical Service and a Code of Practice for Official Statistics. The NSS has also been able to assure transparency of sources and methods, and defined dissemination policy that provides for advanced publication of Release Calendar and simultaneous release of data.

An effective NSS should have a vision and mission that are well defined with clear statements shared among stakeholders in the system. These statements inspire, synergize, motivate and galvanize the NSS.

In addition to the vision and mission, the NSS has a set strategic direction. The strategic goals which define the overall accomplishments to be achieved over a defined time frame are encapsulated in the National Statistical Master Plan (NSMP, 2005 – 2009) and the National Strategy for the Development of Statistics (NSDS, 2010 – 2014). These objectives are specific, measurable, achievable, relevant and time bound. Associated with the strategies is need for a comprehensive and unified framework for assessing and meeting user needs and mechanism for feedback and learning.

Promulgation of the Statistics Act of 2007 formed a major thrust for the organizational setup within the NSS, as organizational structure can improve or hinder efficiency. The structure plays a crucial role. It defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy level and value added, allocation of resources and determining skills requirements and affordability. The organizational structure supports strategy. The Statistics Act provides this structure for the NSS, and in particularly, the NBS.

The Act provides for the establishment of the NBS as the coordinator of the system, its Governing Board, a Statistician General and the Departments, Divisions, Branches, Units and Zonal offices of the Bureau. The Act also provides for the Federal School of Statistics. The powers and functions of the NBS are also stated. As a component of the NSS, States are encouraged to replicate the structure of the Bureau by the enactment of Statistical laws and establishment of State Statistical Bureaus at the sub-national level. This is also recommended for the Local Government Areas, to set up Local Government Statistical Units. All of these measures are geared towards ensuring and enhancing the organizational setup of the NSS.

The institutional and organizational development strategy incorporates the following elements:
  i. setting in motion the enactment of State Statistics law,
ii. locating the statistical agencies at the centre of governmental organizations reporting to the Chief Executives,
iii. strengthening the NBS to provide strategic leadership for the NSS,
iv. recruitment and training of staff based upon need and identified skill gaps,
v. full implementation of the Statistics Act, 2007 and enforcement to ensure compliance,
vi. strengthening/re-establishment of MDA Statistics Units, and
vii. restructuring of SSAs as recommended in the State Statistical Master Plans.

2.5.2 Staffing and Skills, and Development of Training Plan

Staffing and Skills

Staffing is the bedrock of any successful National Statistical System because professionals are needed to produce, analyze and disseminate official statistics. The staffing strength of most Statistical Agencies in the country is weak. Staffing in the MDAs is characterized by few professionals who are undertrained in the areas of best practices and international standards. In 2013, the NBS has 27% (645) professionals as against 4% in 1999. Out of the 645 professional staff, 245 or 38% are females.

In MDAs and SSAs across the country, the professionals are very few except of course, those in the Central Bank of Nigeria. As a matter of fact, there are fewer professionals in the MDAs than imagined, mostly not graduates of Statistics or related disciplines. The present staffs of MDAs are exposed to very limited resources, therefore, limiting their productivity. If staffs of the Bureau are redeployed across the Statistics Departments of the MDAs, there would likely be more professionals working for the NSS in the MDAs. Therefore, staffing should be prioritized in the NBS and other MDAs.

In the same vein, the SSAs have few professionals presently working across the country in their respective States. This is just a duplication of the problem at the Federal level. Due to the poor level of funding of statistics in the States, the SSAs have not prioritized staffing as a core requirement for robust statistics in the States. Most of the Statisticians in the States are under-qualified and under-trained for the job. They operate below the required expectations of the NSS.

Development of Training Plan

The role of training plan for the NSS cannot be over-emphasized. Training for development of staff members is a key aspect of staffing. It is an incomplete task to employ Statisticians without continuous training on the job to meet the growing global trend of professionalism. Undeniably, there are training programmes currently running at the NBS and other line Ministries mostly independently but the level of training for skill development of Statisticians across the MDAs is low.

The NBS is one institution where training should be domiciled year in, year out, considering the “parent” role of the Bureau in coordinating the NSS. It is reported by Multi-Agency Mission in January 2014, following the NBS training needs assessment undertaken that out of the 66 planned training activities only 22 (33%) were reported to have taken place. Thus, more efforts would be required in the following areas:

i. Comprehensive training strategy and human resource policy for the NBS and other line Ministries, as well as State Statistical Agencies (SSAs).
ii. Building sustainable capacity for the production and use of statistical data in Nigeria for planning and for the coordination of the NSS.

iii. Capacity building in line with modern technologies and software.

iv. Fussing all line MDAs into the latest methodologies and standards of producing and disseminating worldwide. The standardization level attained by the NBS and CBN ought to be spread across all other line Ministries, SSAs for comparability and acceptability.

v. In the calendar of release by the NBS, in and out training should take the centre stage for staff members of the Bureau.

vi. There should be more co-sponsored collaborative trainings, networking participants across the NBS, MDAs and the SSAs to drive the NSS.

vii. International donors should be keyed into the plan for funding trainings and providing expertise where necessary. This is vital in view of the upward movement in the enactment and implementation of State Statistical laws across the 36 states of the Federation and the FCT.

viii. The Federal School of Statistics should be well staffed, equipped and upgraded to meet up with its mandate as in the Statistics Act, 2007.

ix. Other forms of training and staff development in terms of short overseas and local courses need sponsorship within the Bureau. The core areas of training include the following:
   a) Information, Communication and Technology (ICT)
   b) Key Indicators, Methodologies, Analysis and Reporting for a variety of NBS Surveys/Censuses/Registers
   c) System of Administrative Statistics for MDAs
   d) Application of 2008 System of National Accounts (SNA) in the compilation of Gross Domestic Product (GDP) for State GDP, as well as components of the SUT.

x. Development of comprehensive training framework through:
   a) A comprehensive 5 year training programme and annual training plan should be prepared to guide statistical capacity development in the NSS;
   
   b) NBS building a mass of well-trained statisticians to provide technical back stopping to State Statistical offices;
c) Establishment of systems for Human Resource Development (HRD) by designing policies and procedures;

d) NBS initiating mechanisms for mentoring staff, professional seminars, continuous learning as part of HRD;

f) NBS sustaining and stepping up the professionalism of staff in MDAs through continuous training especially those responsible for M&E in the Bureau;

g) Training on gender and poverty in the framework of the implementation plan for the NSDS. This should be done;

h) Training of staff, particularly the newly recruited on CPI and Foreign trade statistics, including compliance with the IMF quality assessment framework;

i) NBS seeking for technical assistance and in-house training from AfDB, ECOWAS to weigh states and produce national figures including; National Accounts;

j) Special training for non-statisticians, especially programmers on statistical processes;

k) Transformation of NBS School of Statistics into a regional training institution for West Africa, and meeting the local training needs;

l) Training of staff of SSAs on CPI and GDP.

xi. Staff Morale: Human Resource is key to success in any organisation. Therefore, to succeed, the morale of the staff must receive top priority. At the NBS, the staffs are very pleased with their new salary structure but the implementation of the provisions of the conditions of service leaves much to be desired. Such lapses as non-payment of first 28 days when newly employed, promotion arrears, hazard allowance, field claims, lack of materials for work, lack of placement after promotion etc. can greatly affect the morale of the staff. The situation is so poor that the staffs make personal donations to purchase furniture and rug in their offices.

The State Statistical Agencies that have transformed into State Bureau of Statistics have not all been lifted out of the main civil service. That itself is demotivating.

Nevertheless, efforts should be made on implementation of all training plans/proposals and motivation of staff as fund is made available to the Bureau. This is essential for the NSS in order to enhance not only the capacity development aspiration of staffing but also the overall strategic outcomes of having a strong, vibrant and result-oriented National Statistical System.

2.5.3 Statistical Infrastructure including the Quality and Use of Appropriate System and Use of ICT
The statistical infrastructure can be seen as the professional conscience of any statistical agency. It comprises of activities and services that are administered to support statistical services. Thus, it goes beyond professional and statistical services by extending to operational statistical services and developing and implementing dissemination models. The elements of professional and statistics services include: sound statistical methodology, IT systems, standardized concepts and classifications (introducing GIS and GPS), metadata, household frame and registers of enterprises. Operational statistical services, on the other hands include tools and systems for creating questionnaires, hiring, training, supporting and managing staff engaged in data collection activities and storing data. Also, developing and implementation dissemination model involves modernizing methods and framework for coherent dissemination of data to the public including the website with user – centric approach.

The three basic frames include Geographical Frame, Frame of Business Enterprises and National Master Sample. The Geographical frame which is used as a basis for household statistical operation comprises of list of Enumeration Areas (EAs) delineated for the population census together with supplementary information about them, including number of households and facilities in each one of them. Usually, the EAs are mapped and updated on a continuous basis. NSS gets the lists of EAs from the National Population Commission. Also, frame of Business Establishment is a comprehensive database holding information on registered business establishment in the country. It usually includes information on name, address, location, type of ownership, legal status, economic activities engaged in and total number of employees engaged. It is continuously updated as a routine by the staff of NBS Field Service and Methodology. Furthermore, National Master Sample is maintained by NBS to rationalize the selection and implementation of different round of continuing National Integrated Survey of Household (NISH) and other household based surveys. The Master Sample is a multipurpose and flexible sub – frame consisting of units representing the population and from which further samples can be selected for different survey or survey rounds. Essentially, a Master Sample is selected and used for a defined period of time, usually 4 -5 years after which it is revised. It is an important tool for integrating different surveys or rounds and has the following advantages:

- Reduction in cost of construction and maintenance.
- Samples of individual survey can be selected more quickly and economically.
- Possibilities for integrating, micro – level linkages and combined analysis of data from different surveys.
- Improvement of the accuracy of survey results from different rounds of survey program.

It is expected that each of Geographical frame, frame of Business Enterprises and National Master Sample be regularly updated which the NBS does.

The IT policy of the NSS is expected to ensure that its components interact with each other as follows:

- Installation of Wide- Area Network (WAN) to link members of the NSS nationally and internationally.
- Installation of Local Area Networks (LANs) within each member to ease communication with units in MDAs, SSAs and other units within the establishments.
- Installation of the Internet facilities to facilitate link with the rest of the world.
- Installation of necessary extracts for the entire NSS to facilitate communication and information sharing.
- Promote access and sharing of data to increase its utility.
- Link agencies to the Internet.

A National Data Centre was created and installed at NBS with state of the art technology data transfer devices and connectivity to serve as a major information portal on statistics information within and outside Nigeria. It has links with major Government Agencies and State Statistical Offices in Nigeria and other Statistical Agencies outside Nigeria. The address of the Portal is www.nigerianstat.gov.ng. It is constantly being upgraded and uploaded with latest statistical information. The National Data Centre serves as the hub or “nerve centre” of the Electronic Government Enterprise Statistical Information System (GENIS). The GENIS is expected to receive data information from all data services in the country and to be the source from which all data users in Nigeria and abroad can receive data electronically. Furthermore, each of the NBS zonal offices now operates its own Zonal Data Centre that processes data collected from the states within the zone on any survey. This decentralization of data processing has made production of statistical results and information faster than before as against the situation where every survey data was hitherto forwarded to NBS headquarters for processing. Also, the Virtual Private Network (VPN) installation was undertaken to ensure a seamless flow of statistical information amongst agencies producing statistics. As a pilot, 17 states were connected to the National Data Portal in NBS via Virtual Private Network (VPN). However, as at August 2015, none of them is functional due to lack of funds for subscription. The Bureau produced templates which MDAs are supposed to use to submit data to the Bureau. NBS is currently moving to the open data platform with support from World Bank and IMF and to be the source from which all data users in Nigeria and abroad can receive data electronically.

From the dimension of Operational Services, NBS has a system of out-sourcing data collection at the levels of Enumerators, Supervisors, and Scrutiny officers and Training. This is to ensure high quality of data entry and validation appends to the integrity of the survey results. Nevertheless, the implementation of the outsourcing is abused in the sense that enumerators who are not familiar with the terrain are engaged over and above the indigenes. This is a source of low morale for the natives or relevant staffs that are more familiar with the terrain. Also, non-familiarity of the enumerators with the terrain is capable of affecting the quality of the data collected. The system also uses independent monitors during field work stage to enhance quality control in data collection. The roles of the independent monitors are to carry out spot checks and verify samples of the questionnaires submitted by field staff during survey. There is provision of (GPS) hardware and software which is currently being used in both price statistics and farm gate measures in Agricultural statistics.

Data collection and processing are the two major components of statistics delivery system, which used to be largely manual. The NBS has however introduced digital technology into data collection and processing. The traditional questionnaire design for manual data, capture and certification process are now being replaced by e-forms, shading, bubbling and scanning. These reduce the incidences of errors and make the
job friendly, fast, less labor-intensive and cheaper. In terms of labor use, the number of data processing staff for a national survey of 70,000 households and above is handled by the new technology. Also, processing time is reduced by over 80% for example, the CWIQ Survey of 74,400 household questionnaires was processed in 10 weeks against the 6-7 months of the old manual processing method for such large sample. Furthermore, NBS new initiatives are to deploy several ICT–based systems. The first is the deployment of a Time Series Socio–Economic Database of macro-level data in Nigeria. A compendium of definitions of the variables on which the data will be assembled is almost completed. Tentatively, over 54,000 variable names have been identified for 30 data groups, according to the International Standards of Industrial Classification (ISIC) and under UN classification systems.

Developing and implementing Dissemination Model involves modernizing methods and framework for coherent dissemination of data to the public including the website which can be looked into for continuous improvement.

2.5.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) of NSS

SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a powerful diagnostic tool to assess an organisation and its environment. The SWOT analysis was carried out on the NSS to:

- Identify and evaluate controllable activities in functional areas among stakeholder-agencies which have performed especially well (strengths) or poorly (weaknesses), with a view to building on the system's strengths and mitigating or eliminating weaknesses.
- Identify and evaluate trends and events which are external to the system and largely beyond its control (such as economic, social, environmental, political, legal, governmental and technological factors), but which could benefit (opportunities) or harm (threats) the system, with a view to taking advantage of opportunities and avoiding or reducing the impact of threats.

Table 2.2 summarizes the results of the SWOT analysis arising from the situation assessment.

**Table 2.2: Summary of SWOT Analysis for the National Statistical System (NSS)**

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td>1. Recognition by stakeholders of weaknesses in the system and need for reform</td>
<td>1. Inadequate statistical culture</td>
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<tr>
<td>2. Recognition in the system of the pivotal coordinating role of NBS in development of the NSS</td>
<td>2. Inadequate statistical advocacy</td>
</tr>
<tr>
<td>3. Existence of coordinating committees</td>
<td>3. Overlapping roles among agencies</td>
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<tr>
<td>4. Willingness on part of key stakeholders (e.g. CBN, etc) to collaborate</td>
<td>4. Insufficient coordination and feedback mechanisms</td>
</tr>
<tr>
<td>5. Existence of research and training institutions both for professional and sub-professional statistical personnel</td>
<td>5. Inadequate clarity of statistical functions in line ministries</td>
</tr>
<tr>
<td>OPPORTUNITIES</td>
<td>THREATS</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Government commitment to development of statistics</td>
<td>(a) Political Interference (e.g. population census and school enrolment)</td>
</tr>
<tr>
<td>2. General interest in statistics for monitoring among development partners</td>
<td>(b) Limited Government commitment in funding statistics</td>
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<tr>
<td>i) Increased demand for data and information for informing Government programmes</td>
<td>(c) Inability to attract and retain staff</td>
</tr>
<tr>
<td>ii) Increased demand for data and information on non-traditional areas – governance, gender, poverty, HIV/AIDS, etc</td>
<td>(d) Lack of commitment to coordination, collaboration, networking and information sharing.</td>
</tr>
<tr>
<td>(iii) Access to sub-regional resources and facilities.</td>
<td></td>
</tr>
<tr>
<td>3. Possibilities to share experiences in statistical operations in the sub-region, region and internationally</td>
<td></td>
</tr>
<tr>
<td>4. International frameworks and guidelines (e.g. Fundamental Principles of Official Statistics, GDDS)</td>
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CHAPTER THREE

VISION, MISSION AND CORE VALUES OF THE NSS

3.1 The Vision
The vision of NSS is to be a proactive, coordinated, well-managed and resourced system capable of meeting statistical data and information needs of society towards sustainable national development.

3.2 The Mission
The mission of the NSS is to raise public awareness about the importance and role of statistical information; collect, process, analyze and disseminate quality statistical data and information in a coordinated manner, promote use of best practices/international standards in statistical production, management and dissemination, promote the use of statistical data and information at all levels of human activity; and build sustainable capacity for the production and use of statistical data and information in Nigeria.

3.3 Objectives of NSS
The long-term objectives of the Nigerian NSS are to:

i) Be a knowledge based system.
ii) Provide high quality statistical information.
iii) Promote standardization in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of scope and coverage and reliability of statistical information across the entire NSS.
iv) Build sustainable capacity for the production and use of statistical data and information in the country
v) Promote co-operation, coordination, collaboration and rationalization among users and providers of statistics at the Federal, State and Local Government levels, to prevent duplication of efforts and ensure optimal utilization of resources.

3.4 Core Values of NSS:
The core values of the NSS remains

3.4.1 User-Orientation: Users are the raison d’être of the NSS. Therefore, the system shall be sufficiently demand-driven, responding satisfactorily to user-needs and priorities, promoting user-participation and respecting user-evaluation of products.

3.4.2 Supplier-Motivation: Respondents shall be motivated to supply quality information timely, and confidentiality of supplied information shall be guaranteed.

3.4.3 Quality: The quality of products is what defines the image and usefulness of the NSS. The system shall be committed to producing increasingly better quality products that conform to international standards; that is, quality dimensions of timeliness, coherence, comparability, specificity, completeness, accessibility, reliability and relevance. The NSS shall invest in human resource development and create a framework that recognizes and promotes quality.
3.4.5 **Efficiency:** Efficiency is an aspect of data quality and a pre-requisite for its usability and relevance. In this direction, the NSS shall promote and facilitate teamwork, networking, co-operation, motivation, responsibility, innovation and resource awareness. It shall encourage development and use of efficiency-enhancing methodologies that recognize the peculiarity of the Nigerian state and people.

3.4.6 **Sustainability:** The NSS shall promote strategies to ensure respect for its existence and convince funding bodies of the indispensability of products to the extent that funds would always be available to sustain its operations in the medium- and long-terms.

3.4.7 **Professionalism:** In order to retain trust in official statistics, the NSS shall produce outputs on the basis of internationally-acceptable and strictly professional considerations, including scientific principles and professional ethics, with respect to the methods and procedures for the collection, processing, storage, presentation and dissemination. The NSS shall protect its operations from external considerations that may interfere with its integrity and violate professionalism.

3.4.8 **Best Practices:** To facilitate correct interpretation of data, producers shall generate and disseminate statistics following international best practices.

3.4.9 **Promoting Standardization:** Data for statistical purposes shall be drawn from different types of sources, including statistical surveys, administrative records and censuses. The sources shall be selected on the bases of quality, timeliness and cost-effectiveness. Data could be multi-sourced. Standardization shall be followed to the extent possible. The NSS shall be concerned with harmonization of concepts, definitions and methodologies across sources to enhance coherence, comparability, specificity, compatibility and comparability of its products.

3.4.10 **Relevance and Specificity:** Relevance shall be taken seriously at the NSS. Domestication of generic instruments and strategies would be encouraged, but this will not be done at the expense of coherence and comparability of international norms and principles of statistical applications.

3.4.11 **Collaboration and Cooperation:** The NSS shall encourage cooperation and collaboration and information sharing between producers and users.

3.4.12 **Knowledge-Based System:** The NSS shall be interested in human resource development and encourage collaboration and other forms of interaction between tertiary institutions offering statistics and related programmes, to ensure that products of such training institutions are of the right quality. The NSS shall emphasize that training institutions produce graduates that are strong not just in statistical theory but also in applications. To this end, the system shall encourage exchange programmes between statistics training institutions and producers of statistics.
3.5  **Key Outputs expected from NSS**
The NSS shall produce its outputs through censuses, surveys, administrative data records and through qualitative studies. These outputs shall encompass:

3.5.1 **Social Statistics:** These shall cover population and demography, migration and vital statistics, gender statistics, labour statistics, geo-information, education statistics, health statistics, crime statistics, household/housing statistics, poverty statistics, transportation statistics etc.

3.5.2 **Economic Statistics:** These include national accounts, finance and price statistics, external trade and distributive trade statistics, statistics on agriculture, manufacturing, building/construction, mining and quarrying, communication, energy etc.

3.5.3 **Other Statistics:** These will encompass environmental statistics, land degradation/erosion rates, deforestation, water/sanitation etc.

3.6  **Strategic Goals Setting:** In the course of the review of NSMP, 2004-2009 and NSDS 2010-2014, a cross-section of producers, users and Training institutions were consulted either through an interactive session or through questionnaire or both. They acknowledged the progress made so far towards achieving the vision and mission of NSS but identified the following challenges as still mitigating against their achievements.

- Poor implementation of the provisions of the 2007 Statistics Act
- Poor maintenance culture
- Shortage of skilled personnel
- Ineffective coordination and collaboration
- Lack of ownership and pride in the system
- Lack of the will to sustain the production and use of statistics in governance
- Weak/non-existence of statistics units in MDAs
- Weak/non-existence of state statistical Agency
- Lack of gender mainstreaming in statistical production
- Non sustainability of funding.

The above named challenges were taking into consideration in crafting the strategic themes and goals for NSDS 2017-2021 as outlined in the succeeding chapter.
CHAPTER FOUR
STRATEGY

4.1 Introduction:
A strategy is a plan by which the long term objectives (vision) of an organization, in this case, the National Statistical System are achieved. It is a statement of intent defining where the organization wants to be in the long term, and ensuring that day to day decisions fit in with long term intent of the organization. National strategy for the development of statistics therefore is a composite strategy with elements that complement each other and knitted together to produce an effective functional statistical system for Nigeria at the end of its life (2017 to 2021).

4.2 Strategic Themes and Goals:
The following are the broad objectives and specific goals to be achieved by the plan in order to realize the vision and mission of NSS.

NSS strategic Theme 1: Organizational Development
Strategic goals:
1. Greater awareness about the importance of statistics to society
3. Robust legal frameworks

Strategic Theme 2: Coordination, Collaboration, Networking and Information Sharing
Strategic goals:
1. Coordination/Collaboration among data producers
2. Technical coordination for data harmonization
3. Coordination/collaboration between data users
4. Coordination/collaboration between producers and Research/Training institutions.

Strategic Theme 3: Human Resources Development
Strategic goals:
4. Strategic skill development
5. Staff motivation.

Strategic Theme 4: Data Development
Strategic goals:
6. Enhanced data development
7. Censuses and surveys
8. Administrative data
9. Data auditing.

Strategic Theme 5: Data Management, Dissemination and Access
Strategic goals:
10. Clearing backlogs of unprocessed and unpublished data
11. Data analysis and reporting
12. Dissemination and access.

**Strategic Theme 6: Infrastructure and Equipment**

**Strategic goals:**
- 13. Befitting office accommodation for the Bureaus
- 14. Transport
- 15. Replacement of generators
- 16. IT infrastructure
- 17. Management System

**Strategic Theme 7: Adequate Funding for Plan Implementation**

**Strategic goals:**
- 19. Statistics Trust Fund
- 20. NBS coordination of Donors

### 4.3 Organizational Development

#### 4.3.1 Statistical Advocacy

The NSMP, 2005 – 2009 and NSDS, 2010 – 2014 created statistical awareness among the hierarchy of government at both the Federal and State levels using such forum as Governors’ Forum, Federal and State assemblies etc. Such efforts should be continued and even intensified during NSDS, 2017 – 2021. As governments change, so do the operatives of government. Therefore, their sensitization as to the importance of statistics in governance must be a continuous exercise using such platforms as:

- Governors’ Forum
- Retreat on statistical development for newly appointed Ministers and Commissioners, Permanent Secretaries (at both Federal and State levels), Chief Executives of MDAs and SBS at regular intervals.
- Retreat for Legislators
- Any opportunity in which the top brass of government will be available.

Such interactions would demonstrate how statistics will help them in their respective areas of responsibilities. This time around, the suppliers of statistics should also be involved in order to improve their response rate to statistical enquiries. They, particularly corporate bodies, should be invited to user/producer workshops and to where current data are released. Publications of previous years should accompany the request for information on the current year. The products of the data producers must aim at the ordinary man on the street, who may want to know the cost of agricultural commodities in different parts of the country.
The producers should advertise themselves and what they do on TVs and radios in a manner that can be understood by the generality of the populace. Reactivate and reinvigorate Media workshop in which the products of Statistical Agencies are explained to the Journalists who in turn translate them into news.

4.3.2 Higher Profiling and Positioning Statistics
The Federal Government lived to its promise by providing a befitting office accommodation for NBS in Abuja. But, that is where it ends, Headquarters can only be said to be functional only if State offices, all NBS Zonal/State offices are functional. Except in two states where there are no Federal Secretariats, all NBS Zonal/State offices are in sorry state of disrepair and are not secured for the equipment and information kept in them. Even in Lagos State, where NBS has its own building, the building and its environment are no better than what obtains in the NBS offices within Federal Secretariats in other States. The profile of an office engenders confidence in the product from that office. The NBS State offices should be moved out from Federal Secretariats to a more secured and a decent accommodation. In the Federal Ministries, statistics must be made a Division in the Department of Planning, Research and Statistics and be made visible and functional. The profile of statistics in the States has been raised in many states by creation of State Bureaus of Statistics. Efforts should be made to encourage those who have not been able to do so, to follow suit. Even among the seven states visited, who have Bureaus only one has hived off the Bureau from the main civil service structure.

Another way to raise the profile of statistics is to make the Statistician-Generals members of important policy bodies at the Federal and State levels. By so doing, they will ensure that any memorandum slated for consideration is backed by appropriate statistics. Statistics outfits in MDAs must be made visible, functional and relevant with a view of upgrading it to a full-fledged department.
Finally, the profile of statistics will be raised by placing the Central Monitoring and Evaluation Department of each tier of government in the Bureau of Statistics and Units of M & E in the Ministries in the Statistics Division of PRSDs.

4.3.3 Robust Legal Framework
The Federal Government and some State Governments have promulgated their statistics laws in terms of Acts or Edicts. The Federal Statistics Law (Statistics Act), came into being in 2007. It has not been adequately publicized among the populace and even among the staff of NBS. The implementation and interpretation of the Act has been watered down to the detriment of the NBS and the NSS. The composition of the Board leaves much to be desired. The Board should be made up of members who are technically sound in statistics for them to add value to the work of NBS. The present Board neither contributes to the technical aspect nor to the funding of NBS. It is therefore suggested that:
i. NBS should be completely autonomous reporting directly to the President;
ii. The Statistician-General must be a person who has passion for statistics;
iii. There should be a Deputy Statistician-General;
iv. The Board must be made up of Statistical Technocrats;
v. The Act must be widely publicized and fully implemented;
vi. The penalty for failure by data suppliers to supply information to producers of statistics must be made to serve as a deterrent. The present penalty is too small.

The State Edict should toe the line of the Federal Act and should not shy away from the salary structure of the Bureau as specified in the Statistics Act of 2007.

4.4 Coordination, Collaboration, Networking and Information Sharing
An effective NSS should have well-established, formal and institutionalized arrangements for coordination and collaboration among key institutions in the system. There should also be a developed culture of networking and information sharing among stakeholders in the NSS. Coordination, collaboration, networking and information sharing in the NSS are essential to:

- Prevent duplication of efforts which often leads to inconsistent data and wasteful utilization of resources.
- Achieve synergy and cost-effectiveness in utilization of resources.
- Avoid working at cross-purposes, non-complementary work and unhealthy rivalry.
- Generally produce higher quality data.

Different forms of coordination and collaboration are desirable, and they include:

i. Coordination/collaboration among data producers: This involves horizontal and vertical coordination among institutions to ensure they cease to be fortified “silos” or autonomous operators and that they engage in complementary work, with the NBS as a point of reference; and technical coordination to ensure data from different institutions are mutually consistent or, at the very least, comparable. The use of Memoranda of Understanding (MOUs) among producers will enhance collaboration and coordination.

ii. Technical coordination should also address issues related to harmonizing different data sources and combining quantitative and qualitative 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 common training programmes for data collectors and compilers.

iii. Process coordination is very essential to achieving a coordinated set of programmes among the producers and collaboration in data production and data dissemination.

iv. Coordination/collaboration between data users and producers is aimed at main-streaming users into the system so they can play proactive and up-stream roles in the development of national statistics. In order to ensure that data users are clearly identified and their real needs continually assessed and synthesized, it is important that platforms are in place to enable continuous dialogue between them and data producers.
v. Coordination/collaboration is also vital 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 enquiries, especially among establishments. It is important that data producers should develop appropriate policies to guide relationship with respondents. They need to appreciate the burden placed on data suppliers' time to fill questionnaires and should, therefore, endeavour to minimize interview or response time. They also need to enhance suppliers' appreciation of the essence of data required, and to give them assurances including those of confidentiality.

vi. Coordination/collaboration between producers and research and training institutions is crucial to ensure that the NSS is supplied with trained statistical personnel and that more definitive analysis of data can be done; leading to evidence-based policies and decisions. Coordination will also enable improvements in the quality of data through feed-backs from data analysts.

vii. There is the need for effective coordination within the NSS. The system is complex, and reflects the federal structure of the country, its multi-tier system of government, its size, and its socio-cultural diversity. There is a proliferation of statistics producing agencies and statistical activities. Therefore, the NSS shall demand respect for the coordinating status of the National Bureau of Statistics, being the statutory head of the system. The NSS shall ensure that it is effectively coordinated to achieve consistency and efficiency in statistical production, management, dissemination and use.

The coordination, collaboration, networking and information sharing mechanisms envisaged by NSMP and NSDS 2010-2014 are:

Board of Directors of NBS;
- National Consultative Committee on Statistics (NCCS);
- Common Statistical Service;
- Compendium of main Concepts, Definitions, Norms and Classifications in use in NSS;
- Updating GDDS;
- NSS Newsletter; and
- Internet connectivity.

These were put in place; however, some of them are not sustained. They need to be functional on a permanent basis. The Board of Directors must be made to function effectively to ensure that the NSS meets its mandate. Also, NCCS as the life wire of NSS must meet regularly as specified in the Act. The NBS has to take steps to implement the common statistical services.

The compendium of statistical terms has just been updated. NBS should circulate it widely and enforce compliance with it. NBS should move to Special Data Dissemination System (SDDS) in conformity with IMF requirement. The NSS Newsletter which has fallen into arrears should be reactivated. The Internet connectivity which was established among NSS members should be revived by paying the necessary license fees and replacing obsolete IT equipment.
A sore point in the coordination and collaboration efforts within the NSS is the seemingly overlapping functions of NBS and NPopC. In the NSMP, 2005-2009, it was recommended that NPopC should be merged with NBS. The recommendation was not accepted. That lapse has resulted in NPopC carrying out functions which otherwise belonged to NBS. It is important to note that population census taking is a statistical exercise and should be so treated.

The recommendations are:

i. Merge NPopC with NBS
ii. If NPopC must exist, restrict it to determining population policy
iii. Development partners should be made to restrain from supporting uncoordinated statistical productions through funding of surveys in organizations which by Statistics Act have no right to do so.

4.5. Human Resource Development
Personnel are the most important assets of any system and indeed, human resources development is a critical factor in both the development and sustenance of NSS. Human Resource Development provides program to orient, train and develop staff by improving skill, knowledge and capabilities required to perform the job. It is to enhance capacity for the production, compilation and use of statistics. The quality of data and information produced by NSS cannot be higher than the quality of the staff of NSS.

4.5.1. Strategic Skills Development:
During the life of NSMP 2005-2009 and NSDS, 2010-2014, NSS conducted several trainings but they were ad-hoc and routine. There were no training targeting skill gaps and areas of specialization. In NBS, many of the trained staff have retired, leaving a wide skill gap between the few old staff and just recruited staff. There is therefore, an urgent need to embark on massive training in the following areas:

i. Sampling Methodology,
ii. Analysis
iii. CPI
iv. GDP
v. IT
vi. Management.
Table 4.1 details out the trainings:

Table 4.1: NSS Training Courses, 2017 - 2021

<table>
<thead>
<tr>
<th>S/N</th>
<th>Training Courses</th>
<th>Producers NBS Year (2017-2021)</th>
<th>Producers SSAs (SBS) Year (2017-2021)</th>
<th>Producers MDAs Year (2017-2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>'16 '17 '18 '19 '20 Total</td>
<td>'16 '17 '18 '19 '20 Total</td>
<td>'16 '17 '18 '19 '20 Total</td>
</tr>
<tr>
<td>1.</td>
<td>Survey Management</td>
<td>- 17 18 - - 35</td>
<td>- 19 18 - - 37</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>2.</td>
<td>Gender Statistics</td>
<td>- 8 7 - - 15</td>
<td>- 19 18 - - 37</td>
<td>- 8 7 - - 15</td>
</tr>
<tr>
<td>3.</td>
<td>GDP/CPI Computation</td>
<td>- 15 - - - 15</td>
<td>- 37 - - - 37</td>
<td>- 1 - - - 1</td>
</tr>
<tr>
<td>4.</td>
<td>Macro-Economic Modeling and Accounting</td>
<td>- - 15 - - 15</td>
<td>- - - - - -</td>
<td>- - 2 - - 2</td>
</tr>
<tr>
<td>5.</td>
<td>Trade and Balance of Payment</td>
<td>- - 15 - - 15</td>
<td>- - - - - -</td>
<td>- - 2 - - 2</td>
</tr>
<tr>
<td>6.</td>
<td>M-Soft Application using MS Office, Advanced SPSS etc</td>
<td>- 8 7 - - 15</td>
<td>- 19 18 - - 37</td>
<td>- 5 5 - - 10</td>
</tr>
<tr>
<td>7.</td>
<td>SQL and Oracle</td>
<td>- 15 - - - 15</td>
<td>- - - - - -</td>
<td>- - 2 - - 2</td>
</tr>
<tr>
<td>8.</td>
<td>Web Management and Network</td>
<td>- - 15 - - 15</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>10.</td>
<td>Statistical Indicators, Concepts and Definitions</td>
<td>- 5 5 - - 10</td>
<td>- 19 18 - - 37</td>
<td>- 10 10 - - 20</td>
</tr>
<tr>
<td>11.</td>
<td>Efficiency and Performance Improvement Workshop</td>
<td>- - 5 5 - 10</td>
<td>- - 19 18 - 37</td>
<td>- - 5 5 - 10</td>
</tr>
<tr>
<td>12.</td>
<td>Corporate Social Responsibility and Customer Relations</td>
<td>- 20 - - - 20</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>13.</td>
<td>Procurement Training for Senior Executives</td>
<td>- 2 1 - - 3</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>14.</td>
<td>Budget Execution and Public Sector Accounting</td>
<td>- 2 1 - - 3</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>15.</td>
<td>Advance Auditing Techniques</td>
<td>- 2 1 - - 3</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>16.</td>
<td>Interpersonal Skills Improvement Workshop for Secretaries</td>
<td>- 4 3 3 - 10</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>17.</td>
<td>Defense Driving Skills and Road Safety</td>
<td>- 4 3 3 - 10</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>18.</td>
<td>Litigation</td>
<td>- 2 1 - - 3</td>
<td>- 19 18 - - 37</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>19.</td>
<td>Contractual Agreement and MOUs</td>
<td>- 2 1 - - 3</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>20.</td>
<td>Benchmarking for Peak Performance</td>
<td>- - 3 2 - 5</td>
<td>- - - - - -</td>
<td>- - - - - -</td>
</tr>
<tr>
<td>Course</td>
<td>Duration</td>
<td></td>
<td></td>
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<tr>
<td>-----------------------------------------------------------------------</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning and Organizing Work</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report Writing and Communication</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle Level Statistical Staff Course</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computation of CPI</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of Labour Force Survey</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Accounts Analysis Course</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis of Social Trends</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing Statistical Organization in the 21st Century</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Dissemination Strategies</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sampling Techniques</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Finance Statistics</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters Degree in Statistics</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters in Computer Science</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters Degree in Public Administration</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PHD in Statistics</td>
<td>1</td>
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<td></td>
</tr>
<tr>
<td>PHD in Computer Science</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There is also the need to enter into exchange program with statistically advanced countries like Canada, Sweden and Uganda with a view to enable their staff working in each other’s statistical office on an identified subject for a specific period. The cost details is as in Annex V.

### 4.5.2. Staff Motivation

The Statistics Act 2007 has already specified the entitlements of NBS staff as detailed out in the conditions of service. These entitlements should not be toyed with. They must be given to the staff as soon as they are entitled to them.

Another morale boosting provision in the Act is Common Statistical Service (CSS). The implementation of it is long overdue. NBS must hasten action in this regard so that by 2016, the Common Statistical Service be made operational at the Federal level. The States are operating the CSS though they are still in the main stream civil service structure. Efforts should be made to hive them out of the main stream of civil service.
NBS should as a matter of urgency uplift the conditions of their Zonal and State offices. Similarly, statistics outfits in the PRSDs at the Federal level should be seen to exist physically and functionally.

Specific actions include:

i. Preparation of statistical auditing guidelines by Audit committee of the NCCS.

ii. Evaluation of the quality of data produced by the NSS every two years by teams set up by NCCS.

iii. Regular updating of the Compendium of Statistical Terms and Concepts at least every five years.

iv. Continuous education of members of the NSS on International standards, guidelines, frameworks and initiatives.

4.6. Data Development

The NSS exists to provide relevant and qualitative data and information according to the best professional practices. NBS, MDAs and SSAs who keyed into NSDS, 2010-2014 followed these principles, yet, there is need for continuous improvement.

4.6.1 Enhanced Data Quality:

This has two dimensions- Producers' point of view and suppliers' point of view. The producers must continuously improve the methodologies used. The Compendium of Statistical Terms compiled during the life of NSDS, 2010-2014 must be continuously updated. The suppliers of the information must not be taken for granted. They must be cultivated to give truthful and prompt response to questionnaires by organizing a feedback workshop in which the results of the survey will be presented or by including a hard copy of the result in the request for next round of information. There is need to reach out to individual suppliers through Radio and Television jingles.

4.6.2 Censuses and Surveys:

A lot of data will continue to be sourced through censuses and surveys albeit in coordinated and collaborative manner. Table 4.2 details out the surveys that will be undertaken in the next five years.

Table 4.2: Surveys and Censuses for NSDS, 2017 - 2021

<table>
<thead>
<tr>
<th>S/No.</th>
<th>NAME OF SURVEY</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>General Household Survey</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>2.</td>
<td>National Agricultural Sample Survey</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3.</td>
<td>National Exportable Crops</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>Crop Cutting Survey</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5.</td>
<td>Farm Gate Prices</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>6.</td>
<td>Quarterly Labour Force Survey</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>Job Creation Survey</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Survey on Corruption in Nigeria:
In view of Governments' determined effort to eradicate corruption in Nigeria, the NBS in collaboration with the Anti-Corruption Units/Agencies in Nigeria and Transparency International should undertake a baseline survey on corruption in Nigeria. The cost details are as in Annex V.

4.6.3 Administrative Data:
All the MDAs, both at the Federal and State levels are to supply data emanating from their day to day activities to the NBS. The NBS should carry out the following activities in the Federal MDAs.

i. Revive statistics outfit in the PRSDs.

ii. Empower the outfits to coordinate the statistics units in the Agencies under the Ministries.

iii. Develop a template for the outfit to collate data from the Ministry and return same to NBS.

iv. Establish Sector Consultative Committee on Statistics (SCCS).

4.6.4 Data Auditing:
International procedures, including GDDS and (SNA), 2008 and ISIC Rev. 4, are being used in producing statistics at the NSS. However, there is a need to monitor the continued use and proper application of these standards. There is also the need for the NBS as well as the Statistical Agencies at the Sub-National level to apply the World Statistical Capacity Building criteria in their operations. In addition, the SSAs and MDAs should be assisted to identify critical data needs in their sectors and ensure production of such data.

Specific actions include:

i. Preparation of statistical auditing guidelines by Audit committee of the NCCS.

ii. Evaluation of the quality of data produced by the NSS every two years by teams set up by NCCS.

iii. Regular updating of the Compendium of Statistical Terms and Concepts at least every five years.

iv. Continuous education of members of the NSS on International standards, guidelines, frameworks and initiatives.

v. NBS, SSAs and MDAs to apply the World Bank Statistical Capacity Building criteria to assess their Statistical Capacity Building.
1.7 Data Management, Dissemination and Access:
Data production has three stages, namely:
- Planning
- Data collection and implementation
- Data processing/ analysis/ reporting/ dissemination.

Each must be given enough time and allotted enough fund. It was discovered that in the past surveys, enough time and money were not allocated.

4.7.1 Clearing of Backlogs of Unprocessed and Unpublished Data:
Some SSAs have backlogs of their Statistical Year Books (SYBs). Efforts should be made within the first year of the implementation of NSDS 2017-2021 to clear them i.e. process and publish all arrears of SYBs. Even at NBS, only electronic copies of their publications are up to date; NBS should print hard copies of their flagship publications within the first year of the implementation of this strategy.

4.7.2 Data Analysis and Reporting:
This was greatly improved in the past through trainings and collaborative efforts with CBN. This should be continued and even intensified during the life of NSDS 2017-2021. Specific trainings as outlined should be pursued without fail while the collaboration with CBN should be extended to training.

4.7.3 Data Dissemination and Access:
NBS has a release calendar which it adheres to but it is only current on electronic copies. Only CBN and Federal Ministry of Finance are current on both hard and soft copies of their publications. The dissemination strategy of NBS as at now targets the sophisticated users who can assess the Internet. Efforts should be made to:
   i. Publish results in both hard and soft copies
   ii. Results should be published in lay-man’s language to encourage the use of Statistics at the grassroots
   iii. Package the publications nicely and even include adverts of companies as a way of raising funds
   iv. Hard copies of publications should attract a token price for cost recovery
   v. NBS offices in the States should have sales outfits fully equipped with all publications of NSS
   vi. NBS should enter into agreements with well-established bookshops to sell its publications.

4.8 Infrastructure and Equipment:
Good infrastructure and equipment are essential for effective delivery of statistical products and services in the NSS. Good infrastructure and equipment command
confidence in the products of the NSS, poor infrastructure and equipment which were the major challenges of NSS prior to NSDS, 2010-2014, were addressed but they are becoming prominent again.

4.8.1 Befitting Office Accommodation:
NBS Headquarters is befitting but its Zonal and State offices are nothing to write home about. Except for 3 State offices, all others are located in the Federal Secretariats. The Federal Secretariats themselves are in shambles with leaking roofs and unkempt environments. In such “community” offices, you cannot guarantee security of equipment and confidentiality of the information obtained from suppliers. Even in Lagos State where NBS has its own accommodation, the story is the same. Therefore, NBS as a matter of emergency has to get:

i. Befitting office accommodation for its Zonal and State offices
ii. Furnish the offices so that each staff has a table and a chair at least with basic office equipment (chairs, tables, fans, air conditioners, photocopiers etc.).

The SSAs are far better than NBS Zonal/State offices. The SSAs in the states visited, all have good office accommodation. In one State where the office is not fully furnished, there are immediate plans to do so.

4.8.2 Transport, Generators, IT and Survey Infrastructure:
All the items in section 4.7.1 supplied at the early stage of NSDS 2010-2014 are either unserviceable or obsolete. There is the need therefore to replace them. With reference to Internet connectivity established earlier, none of them is functional due to non-payment of license fees.

Table 4.3 below details the need of NSS.

Table 4.3: Infrastructural Requirements of NSS

<table>
<thead>
<tr>
<th>S/No.</th>
<th>EQUIPMENT</th>
<th>QUANTITY</th>
<th>NBS(HQTRS,ZONES&amp;STATE OFFICES)</th>
<th>SSAs</th>
<th>PRSDs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Desk Top Computers</td>
<td>60</td>
<td>370</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Lap Tops</td>
<td>50</td>
<td>111</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>HP Printer (Black &amp; White)</td>
<td>30</td>
<td>74</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>HP Printer (Coloured)</td>
<td>10</td>
<td>37</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>5.*</td>
<td>ICT Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Project Vehicles</td>
<td>48</td>
<td>37</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Staff Buses</td>
<td>3</td>
<td>37</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Motor Bikes</td>
<td>190</td>
<td>370</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Generators</td>
<td>43</td>
<td>37</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>A/C Split Units</td>
<td>117</td>
<td>74</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>GPS</td>
<td>1850</td>
<td>370</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>UPS (Industrial)</td>
<td>86</td>
<td>37</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>
13. Photocopyers  86   37   -  
14. Scanners            50   37   -  
15. Life Jackets(30 States)  200  150  -  
16. Aprons               1200  370  -  

*These include:
   i. Online Dedicated Server annual subscriptions
   ii. Wireless network solution annual maintenance at NBS Headquarters
   iii. HR Application and Intranet Annual Subscription
   iv. NBS Website optimization for mobile devices
   v. Enterprise Antivirus for NBS Headquarters, Zonal and State offices (annual maintenance fees)
   vi. Upgrading Internet bandwidth from 2mb to 10mb.
   vii. Upgrading ICT facility in NBS, 37 States including FCT and 6 Zonal offices.
   viii. Optimization of NBS data recovery centre.

The cost details are as in Annex V.

The Enumeration areas (EAs) which form the basic sampling frame for Household Surveys are overdue for updating.

4.8.3 IT and Communication:
The IT policy of the NSS should ensure the components interact with each other. Already, the NBS has gone far in this direction, and other components of the system should follow suit.
   i. Installation of Wide Area Network [WAN] to link members of the NSS nationally and internationally.
   ii. Installation of Local Area Networks [LANs] within each member to ease communication within units in MDAs, SSAs, and in other units within the establishments.
   iii. Installation of Internet facilities to facilitate link with the rest of the world.
   iv. Installation of all necessary extracts for the entire NSS to facilitate communication and information sharing.
   v. Promote access and sharing of data to increase its utility.
   vi. Link agencies to the Internet.

4.8.4 Management System:
The management system consists of the following:
   i. Recruitment procedures,
   ii. Terms and conditions of service,
   iii. Financial Regulations and Accounting Guidelines,
   iv. Procurement Guidelines and
   v. Management Information System.

All these were put in place and should be strictly adhered to. There should be no information gap between the top executives of NBS and the lower cadre. If for any reason, any of their rights is delayed or withheld, explanation must be offered before the staff start to agitate.
4.9 Adequate Funding for Implementation:

The funding of statistics production has continued to be a problem in Nigeria. The funding in most cases is neither adequate nor sustained. A way has to be found to fund statistics production adequately and on a continuous basis.

4.9.1 Statistics Trust Fund:

There is need to strengthen the case for establishing a Statistical Trust Fund (STF) based on the decision of stakeholders and in order to reduce the burden currently on the Government. Such a Trust Fund could flow from corporate bodies as well as through TETFUND. After extensive discussions and consultations with the stakeholders, it was agreed that instead of putting extra burden on either Government or corporate bodies, statistics should key into existing trust funds, particularly TETFUND. The Act establishing NBS and NSS regards statistical production as a research activity; hence the NBS and the SBS are on the salary structure of non-academic staff of Universities. Moreover, NBS has Statistics Training schools called The Federal School of Statistics which shall award Professional and Postgraduate Diplomas in statistics and related subjects in affiliation with an existing university; serve as a Research Centre and be a Bilingual School of statistics and related subjects for the West African Sub Region. On the basis of this, NBS should be in a position to access the TETFUND to build physical and survey infrastructures. In addition to TETFUND, the Federal Government can set up “Abandoned Funds Trust Fund”. This Fund will manage all unclaimed dividends and funds in dormant accounts in the banks. They will invest the fund in ventures that have least chance of loss e.g. bonds, profits from such investments should be shared into two, 50% for the owners of the fund and 50% for funding statistics production. Anytime the owners of the fund surface, the money with the accruing interest will be returned to them. CBN, representative of banks and SEC are to manage the Fund.

4.9.2 NBS Coordination of Donors:

NBS should ensure that each producer has an annual work program to which users can key into. The work programme should take into consideration all the users’ needs. Therefore, local and international users demand for fresh data through surveys, should be sent through NBS who should in turn check the programme of producers to see if any of them has such survey in its programme. If such survey is not scheduled, NBS will contact the appropriate producer whether it can accommodate the survey at the time the user wants it. By so doing, the following will be achieved:

i. Coordination and collaboration within NSS will be strengthened,

ii. There will be sanity in the field

iii. The producers will be seen to be busy and

iv. NBS will be a position to direct Development Partners assistance appropriately.
4.9.3 Government Takeover of Funding of Statistics Production:
It was envisaged in the NSDS, 2010-2014 that the Governments of the Federation should by the end of the strategy have taken over from the Development Partners, the funding of Statistical Production at all levels. But this did not happen. The funding dwindled to zero towards the end of NSDS, 2010-2014. This approach should be adopted in the implementation of NSDS, 2017-2021. If the Governments of the Federation have accepted that they need a change in all aspects of governance, they should also accept that statistics is the basic requirement for change. You cannot change what you have not measured. It is therefore hoped that the new Government will fund statistics production adequately and on a continuing basis. In addition, if the recommendations in 4.9.1 above are accepted by Government, the poor funding which has been the lot of statistics production will be a thing of the past.
CHAPTER FIVE

IMPLEMENTATION OF THE STRATEGY AND PLAN

5.1 Introduction
Strategic implementation is perhaps the most central aspect of the NSDS. Putting projects into action is the vital step linking planning stage to the final achievement of strategic objectives, which makes implementation of utmost importance to strategic planning efforts. Many effectively formulated strategies fail because they are not successfully implemented. The NSDS is all about attaining the vision, fulfilling and achieving the mission, core values, objectives and key outputs of the NSS.

Successful implementation requires a synergy in the value chain across all players in statistics production at all levels (Federal, States and Local Governments). NSDS is a capacity building strategy as such implementation requires, among other things, mobilizing drivers of strategic success, including an improved legal framework, strategy-friendly institutional and organizational setups, staffing, and development of training plan in the circle, statistical infrastructure and strategy awareness. A key focus over the medium term plan is to lead the reform of the statistical system to respond to the information requirements in the Development Plans of the government, and the growing need of the general public. NSDS 2017-2021 is meant to cover NBS, all SSAs and all MDAs. However, notwithstanding the Government’s intention to reduce the number of Ministries, it is believed that the number will not be less than 27.

5.2 Key Stakeholders and Implementation of Strategy and Plan
In preparing this strategy document, there were consultative meetings by the consultants with selected groups at NBS, SSAs and MDAs. There was also a SWOT diagnostic approach to updating achievements and lapses in the current state of the National Statistical System to acquaint and educate participants with the National Statistical Master Plan (NSMP), State Statistical Master Plan (SSMP) and the elapsed National Strategy for the Development of Statistics (2010-2014). These meetings were also intended to holistically improve past implementation strategies and to enlist ownership and active commitment of the SSAs and the MDAs to the implementation of the initiatives.

Successful implementation of the NSDS involves collaborative support from politicians and decision makers in government from whom policies are formulated in respect of production and dissemination of official statistics. In line with this, the top executives of the NBS, as coordinators of the NSS, have intensified consultations with other stakeholders such as the Presidency, Ministers, Permanent Secretaries of MDAs, Governors Forum, Commissioners, Chairmen of LGAs and SSGs on areas of support to secure endorsement of the key elements of the NSDS, and effectively and consistently mobilize resources for its implementation. The NBS will also advocate among foreign donors for better funding and technical support for the NSDS.
5.3 Establishing Plan - Supporting Structures

An evaluation of the Project Implementation Unit (PIU) in NBS in terms of efficiency, timely implementation and role in capacity development for the NSDS indicated a substantial degree of success over the last years. Project Implementation Unit (PIU) was formed in NBS to provide for support, manage and improve capacity of the Bureau to collaborate and coordinate the implementation process of the medium term plan. However, PIU was established in the Department of Corporate Planning and Technical Coordination (CPTC); its head reports to the Statistician-General. This Unit is responsible for project management, good governance and support programme which are designed in accordance with the strategic vision of the plan to monitor the implementation tasks nationally and ensuring that resources are made available as are needed.

The overall strategic goal of Corporate Services by CPTC is to support the activities of the organization within a corporate governance framework. Thus, the duties of the PIU include aligning an organizational structure for the new strategy, statistical leadership that demonstrates cultural, technical and strategic capability, and creation of legislative environment for the actors to function. It is also involved in collation of progress reports rendered by implementation centers periodically and follow-up on stage-on-stage implementation process. Similar arrangements are done at State level. This Unit arranges for the monitoring of the tasks and visits to the States and the sectors, and the contacts at these levels are the Heads of the SSAs/SBS/States Implementation Units and State Consultative Committees. However, these efforts are meant to be intensified as a follow-up to NSDS(2010-2014).

Monitoring and Evaluation Units in the Department of Field Services and Methodology and Corporate Planning and Technical Coordination (CPTC) would work systematically and in harmony to foster the desired outcomes.

Progress reports, including highlights of challenges, should be collected by the NBS Implementation Unit and placed before the National Consultative Committee on Statistics (NCCS) chaired by the Statistician-General. Quarterly report should also be produced for the NCCS. In addition, annual report should be produced and disseminated appropriately. All recommended actions should be addressed by the Statistician-General who is also the NSDS Director for the country. The Statistician-General in turn should report progress half-yearly to the Statistical Board that serves as the steering committee for statistical development, all policy issues are handled at this level.
The PIU will specifically perform the following functions:

- Coordinating implementation activities, including activities of beneficiary agencies;
- Manage activities such as procurement according to agreed rules and procedures;
- Manage reporting and auditing activities to ensure timely preparation and dissemination of reports on activities;
- Serve as the secretariat of the NCCS and all structures and processes on implementation of the NSDS;
- Prepare work programmes, budgets, procurement and plans, etc.;
- Coordinate and arrange all technical departments to address technical issues of the strategy (NSDS);
- Prepare regular reports and other project monitoring activities for the Statistician-General and the NCCS; and
- Coordinate the activities of the consultants working on the NSDS implementation.

### 5.4 Partnership and Collaboration among Key Agencies of the NSS

In order to effectively support the implementation of the NSDS, the agencies of the NSS shall work together and agree on their rights and obligations. Such agreements shall be embodied in a Memoranda of Understanding (MOUs) between the NBS and each of the other agencies of the NSS. However, NBS shall prepare an annual Work Programme otherwise called Key Annual Performance Plan that sets out performance indicators, outputs and targets by integrating all supporting agencies to achieve its strategic goals and objectives in line with the Strategic Plan. All the underlining activities are aligned to the strategic objectives to ensure effective plan implementation. Consequent upon the work programme, feasible implementation budget would be derived to segment stage-on-stage implementation of the strategic plan. This has the ability to identify and
apportion cost for different tasks to be carried out, including new line of actions that can be implemented on quarter-on-quarter basis.

5.5 Monitoring and Evaluation System of NSDS
Monitoring and evaluation avail the satisfaction of reporting progress made and imputing corrective measures to loopholes that hinder achievements to strategic objectives and goals. It follows a logical framework in which quality can be measured and institutionalized. The key monitoring indicators as set out in the NSDS logical framework will form the basis for reviews at various stages - quarterly, annually, mid-term and terminal.

❖ Annual Reviews
Annual reviews will follow the monthly monitoring and quarterly reviews on the progress of the NSDS implementation. This will serve as an update to the work plan and budgeting alike. The annual reviews will be undertaken by a conference of all implementing agencies at the State and MDA levels and other members of the NSS, particularly key data users and Development Partners. Annual reports will be prepared by all the agencies and submitted to the conference. A summary of the achievements and challenges will be made and recommendations on plan review taken on board for implementation. The review report will be submitted to the Statistical Board for its information and action if required.

Generally, the annual reviews will be largely used to commit the MDAs and the SSAs to implement their strategic plans, inform stakeholders of current developments, make adjustments to the NSDS in the light of changing circumstances, identify upcoming priorities and adjust work plans accordingly.

❖ Mid-Term Review
A Mid-Term Review (MTR) will be conducted during the third year of implementation to assess progress, relevance and impact of the NSDS, as well as agree on changes that might be necessary in the strategy and work programmes as they are needed and justified. The MTR will also re-examine the resource envelope and make proposals for re-allocation of resources according to performance and priority needs. The review should be conducted by an external consortium to ensure independence in the evaluation task.

❖ Terminal Review
At the end of the plan, a terminal evaluation will be conducted and this is better done by a team of consultants. Lessons learnt and levels of achievements will be established and these will be input in the design of succeeding NSDS. The review of NSDS 2010-2014 was carried out by Multi – Agency (African Development Bank, Paris21 and UN Commission for Africa) Team in February, 2014.
CHAPTER SIX

BUDGET AND FINANCING THE PLAN

The NSDS 2017-2021 is a five year development scheme for NSS. It is meant to deepen the developments achieved during NSDS, 2010-2014 in those agencies who participated actively, to quicken participation at the Agencies who were lukewarm and to extend the scheme to the Agencies that were not covered in the 2010-2014 scheme. To this extent, the budget covers NBS, 36 states plus Federal Capital Territory, and 27 Ministries and Autonomous Agencies. The Ministries, Departments and Agencies (MDAs) here mean Departments of Planning, Research and Statistics in Ministries and Agencies who have no supervising ministries (i.e report directly to the Presidency) but are key to statistical production and usage. These MDAs are put at about 27.

The budget therefore is of three components namely:

i. NBS
ii. SSAs, and
iii. MDAs.

There is a summary budget combining the three above. In arriving at the budget for NBS, we took notice of the number of staff on ground (2383) as at January 2015, the status of the strategic objectives and what needs to be done. It is therefore important that the budget covers:

i. Personnel cost based on staff strength of 2383 plus allowances (e.g. hazard allowances) that had hitherto remained unpaid
ii. Overheads based on reality taking into consideration the spread of NBS offices and the cost of electricity supply
iii. Capital increased significantly to ensure that NBS stops depending on donors for their capital and
iv. Other strategic objectives budgeted for at the same level as in NSDS, 2010-2014 because the full objectives have not been achieved.

SSAs Budget: Here, cognizance is taken of the fact that not all the states participated effectively in the NSDS, 2010-2014 and those who did, have not fully put in place the State Statistical Bureaus. Therefore, their budgets are at the same level as in the just concluded NSDS. The budget is therefore for 36 States and FCT.

MDAs Budget: NSDS 2010-2014 was least effective in the MDAs. Therefore, costing for them is as if they are coming on board for the first time. About 27 of them are expected to be covered. The total budget for the five year period for NBS, SSAs and MDAs is US$718,808,002 made up of US$485,303,075 for NBS, US$115,816,656 for SSAs and US$117,688,271 for MDAs. The requirement per year is as follows:

i. Year 1 (2017) US$114,466,536
ii. Year 2 (2018) US$147,672,782
iv. Year 4 (2020) US$151,931,764
v. Year 5 (2021) US$166,180,905

The details are in Tables 6.1 below:
<table>
<thead>
<tr>
<th>Component</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>5YRS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NBS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Personnel Cost</em></td>
<td>23,083,431</td>
<td>25,391,774</td>
<td>27,930,952</td>
<td>30,724,047</td>
<td>33,796,451</td>
<td>140,926,655</td>
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<td><em>Overhead Cost</em></td>
<td>5,265,518</td>
<td>5,792,070</td>
<td>6,371,277</td>
<td>7,008,404</td>
<td>7,709,245</td>
<td>32,146,514</td>
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<tr>
<td><em>Capital Expenditure</em></td>
<td>21,848,276</td>
<td>24,033,103</td>
<td>26,436,414</td>
<td>29,080,055</td>
<td>31,988,061</td>
<td>133,385,909</td>
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<tr>
<td><strong>States</strong></td>
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<td></td>
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<tr>
<td></td>
<td>4,346,897</td>
<td>4,781,586</td>
<td>5,259,745</td>
<td>5,785,719</td>
<td>6,364,291</td>
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<td><strong>MDAs</strong></td>
<td>6,675,862</td>
<td>7,343,448</td>
<td>8,077,793</td>
<td>8,885,573</td>
<td>9,774,130</td>
<td>40,756,806</td>
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<tr>
<td><strong>Total (Sub1)</strong></td>
<td>61,219,984</td>
<td>67,341,981</td>
<td>74,076,181</td>
<td>81,483,798</td>
<td>89,632,178</td>
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<td><strong>Development Partners</strong></td>
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<td><strong>Advocacy</strong></td>
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<td>36,810,068</td>
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<td>* State Statistical Agencies</td>
<td>8,153,763</td>
<td>8,969,139</td>
<td>9,866,053</td>
<td>10,852,658</td>
<td>11,937,924</td>
<td>49,779,537</td>
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<td>* Sectoral Statistics at Federal Level</td>
<td>7,869,613</td>
<td>8,656,574</td>
<td>9,522,232</td>
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<td><strong>Organization &amp; Institutional Development</strong></td>
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<td>3,192,159</td>
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<td>3,862,513</td>
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<td>* National Bureau of Statistics</td>
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<td>1,839,179</td>
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<td>* State Statistical Agencies</td>
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<td>1,886,067</td>
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<td></td>
<td>7,864,645</td>
<td>2,484,580</td>
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<td>Data Development</td>
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<td>Data Dissemination</td>
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<td>3,206,163</td>
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<td>4,267,402</td>
<td>17,794,491</td>
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<tr>
<td>* National Bureau of Statistics</td>
<td>1,540,394</td>
<td>1,694,434</td>
<td>1,863,877</td>
<td>2,050,265</td>
<td>2,255,292</td>
<td>9,404,262</td>
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<tr>
<td>* State Statistical Agencies</td>
<td>752,037</td>
<td>827,241</td>
<td>909,965</td>
<td>1,000,961</td>
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<tr>
<td>Surveys</td>
<td>9,512,086</td>
<td>32,116,732</td>
<td>10,652,885</td>
<td>11,448,220</td>
<td>12,009,951</td>
<td>75,739,874</td>
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<tr>
<td>* National Bureau of Statistics</td>
<td>8,206,150</td>
<td>30,680,203</td>
<td>9,072,702</td>
<td>9,710,019</td>
<td>10,097,930</td>
<td>67,767,004</td>
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<tr>
<td>* State Statistical Agencies</td>
<td>1,028,172</td>
<td>1,130,989</td>
<td>1,244,088</td>
<td>1,368,497</td>
<td>1,505,347</td>
<td>6,277,093</td>
</tr>
<tr>
<td>* Sector Statistics at Federal Level</td>
<td>277,764</td>
<td>305,540</td>
<td>336,095</td>
<td>369,704</td>
<td>406,674</td>
<td>1,695,777</td>
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<tr>
<td>Administrative Data</td>
<td>1,573,309</td>
<td>1,730,641</td>
<td>1,903,705</td>
<td>2,094,076</td>
<td>2,303,483</td>
<td>9,605,214</td>
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<tr>
<td>* National Bureau of Statistics</td>
<td>553,311</td>
<td>608,643</td>
<td>669,507</td>
<td>736,458</td>
<td>810,103</td>
<td>3,378,022</td>
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<tr>
<td>* State Statistical Agencies</td>
<td>509,999</td>
<td>560,999</td>
<td>617,099</td>
<td>678,809</td>
<td>746,690</td>
<td>3,113,596</td>
</tr>
<tr>
<td>* Sector Statistics at Federal Level</td>
<td>509,999</td>
<td>560,999</td>
<td>617,099</td>
<td>678,809</td>
<td>746,690</td>
<td>3,113,596</td>
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<td>Data from Census (National)</td>
<td>874,848</td>
<td>943,357</td>
<td>1,037,693</td>
<td>1,141,462</td>
<td>1,255,609</td>
<td>5,252,969</td>
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<tr>
<td>Statistical Auditing (National)/M&amp;E</td>
<td>549,479</td>
<td>604,426</td>
<td>664,869</td>
<td>731,356</td>
<td>804,492</td>
<td>3,354,622</td>
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<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>* National Bureau of Statistics</td>
<td>26,021,792</td>
<td>50,383,566</td>
<td>31,537,874</td>
<td>34,211,811</td>
<td>36,688,954</td>
<td>178,843,997</td>
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<tr>
<td>* State Statistical Agencies</td>
<td>14,623,580</td>
<td>16,085,938</td>
<td>17,694,532</td>
<td>19,463,984</td>
<td>21,410,384</td>
<td>89,278,418</td>
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<tr>
<td><strong>Total (Sub 2)</strong></td>
<td>53,246,552</td>
<td>80,330,801</td>
<td>64,479,834</td>
<td>70,447,966</td>
<td>76,548,727</td>
<td>345,053,880</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td>114,466,536</td>
<td>147,672,782</td>
<td>138,556,015</td>
<td>151,931,764</td>
<td>166,180,905</td>
<td>718,808,002</td>
</tr>
</tbody>
</table>
# ANNEX I

**CHALLENGES, STRATEGIES AND RECOMMENDED ACTIONS FOR NBS UNDER NSDS**

<table>
<thead>
<tr>
<th>S/N</th>
<th>CHALLENGES</th>
<th>STRATEGIES</th>
<th>ACTIONS TO BE TAKEN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>NATIONAL BUREAU OF STATISTICS (NBS), STATE STATISTICAL AGENCIES (SSAs), PRSDs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Poor statistical awareness</td>
<td>- Statistical advocacy including demonstrating the power of statistics; Championing Statistics.</td>
<td>- Mount advocacy campaigns; Corporate image enhancement workshops at all levels (Federal, State, LGAs)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Improve the quantity and quality of statistical data and promote the value of statistical data in monitoring and evaluating development policies and initiatives</td>
<td>- Use of the media to achieve advocacy</td>
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<td></td>
<td></td>
<td>- Professional presence</td>
<td>- Train officials and users in the use of statistics</td>
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<td></td>
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<td>- Use best practices in statistical production</td>
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<td></td>
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<td></td>
<td>- Make statistical reports readable &amp; understandable</td>
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<td></td>
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<td>- Disaggregate results to meet the need of users</td>
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<td></td>
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<td></td>
<td>- High level Advocacy campaign targeted at the Executive, Legislature, Judiciary and Senior Civil Service.</td>
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<td></td>
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<td></td>
<td>- Promoting teaching of statistics right from the primary school level and ensuring statistics as a subject of the SSCE and NECO.</td>
</tr>
<tr>
<td>2.</td>
<td>Lack of enabling legal framework</td>
<td>- Review of Statistics Act 2007 to bring it in line with present realities.</td>
<td>- Pass the proposed Statistics Edict into law</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Enactment of Statistics Edict by States yet to do so to provide for professional independence in statistical production and appointment of staff</td>
<td>- Amend the Statistics Act 2007 to address existing gaps</td>
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<td></td>
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<td></td>
<td>- Full implementation of the Statistics Act and ensure compliance by all components of NSS</td>
</tr>
<tr>
<td>3.</td>
<td>Low profile of statistics</td>
<td>- Raise the profile of statistics in the States and MDAs</td>
<td>- Create State Bureau of Statistics</td>
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<tr>
<td></td>
<td></td>
<td>- Championing Statistics</td>
<td>- Make PRSDs functional</td>
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<td></td>
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<td></td>
<td>- Equip the SBS, PRSDs and LGAs statistics units</td>
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<td></td>
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<td></td>
<td>- Implement Common Statistical Services in accordance with Statistics Act</td>
</tr>
<tr>
<td>4.</td>
<td>Low capacity at SBS, PRSDs and LGAs</td>
<td>Progressively build capacity at SBS, PRSDs and LGAs</td>
<td>- Do training &amp; re-training and skill development</td>
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<td></td>
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<td></td>
<td>- Align surveys, censuses and administrative data collection with NBS procedures</td>
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<td></td>
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<td></td>
<td>- Use of MOUs</td>
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</tbody>
</table>
| 5. | Absorption capacity of SBS and other Statistics producing agencies in MDAs and LGAs is not sufficient to implement the plan for developing statistics in the States | - Increase the number and capacity of professional staff | - Set up plan implementation committee  
- Recruit consultants in critical areas  
- Make use of NBS |
|---|---|---|---|
| 6. | Recruited and trained staff are not retained in the system | - Take statistical service outside pure service  
- Implement Common Statistical Service in accordance with Statistics Act  
- Provide for Common Statistical Service in State Statistics Edict | - Develop and implement salary structure as provided for in the Statistics Act and suggested in SSMP  
- Recruit and promote on merit  
- Create opportunities for higher degrees/qualification |
| 7. | Uncoordinated activities of the producers | - Implement coordination mechanism in accordance with the provisions of the Statistics Act | - Strengthen membership of the Governing Board of the NBS by appointing professional Statisticians to the Board  
- Create Governing Boards for the respective SSAs  
- Establish State Consultative Committees on Statistics  
- Provide for the Common Statistical Service in the respective State Statistics Edict whereby the respective SSAs/SBS deploys statistical staff to the State MDAs, and LGAs and controls them professionally. |
| 8. | Funding Constraints | - Create Statistics Trust Fund (STF)  
- Allocate funds directly to Statistics offices (i.e NBS and SBS) | - Tag onto TETFUND  
- Establish abandoned Funds Trust Fund (AFTF)  
- Ensure proper coordination of support from Development Partners  
- Enforce independence of Statistics Offices  
- Ensure Statistics Offices receive their budgetary allocations directly from the Budget Office. |
| 9. | Inadequate Infrastructure | - Provide conducive office accommodation and equipment  
- Ensure proper maintenance culture | - Adequate funding of Statistics Offices |
# ANNEX II

## NSDS LOGICAL FRAMEWORK, 2017 - 2021

<table>
<thead>
<tr>
<th>S/N</th>
<th>STRATEGIC OBJECTIVES</th>
<th>PROJECT PROCESSES</th>
<th>INPUT ACTIVITIES</th>
<th>OUTPUT</th>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Statistical Advocacy</td>
<td>• Corporate Image Enhancement and Publicity for the NSS</td>
<td>• Corporate Image Enhancement Workshops at all levels (State, Federal, LGA, etc.).</td>
<td>• No of workshops/seminars held.</td>
<td>• Improved public and private sectors interests in use of data.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Media Relations &amp; Education</td>
<td>• Periodic Media Briefings on the status of statistical development in the country.</td>
<td>• Press Briefings.</td>
<td>• Institutional Memory on NSS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Professional Presence</td>
<td>• Statistical Workshops for Journalists.</td>
<td>• Production of Proceedings and Communiqués.</td>
<td>• Enhanced profile of the Statistical System</td>
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<tr>
<td></td>
<td></td>
<td>• Championing Statistics</td>
<td>• Use of the media to achieve advocacy of the general public and across various groups in the public and private sectors.</td>
<td>• Number of times Governors forum, Executive Councils and Federal/State Legislatures sensitized.</td>
<td>• Increased number of Staff exposed to professional workshop</td>
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<td></td>
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<td>• Advertisements and Jingles.</td>
<td>• Number of retreats for Ministers/Commissioners.</td>
<td>• Statisticians – General being invited to top planning/policy meetings.</td>
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<td></td>
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<td></td>
<td>• Making statistics understandable and readily available to users</td>
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<td>• Enhanced budgetary allocation by government.</td>
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<td></td>
<td></td>
<td></td>
<td>• High level Advocacy campaign targeted at the Executive, Legislature, Judiciary and Senior Civil Service.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Promoting teaching of statistics right from the primary school level and ensuring statistics as a subject of the SSCE and NECO.</td>
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</tbody>
</table>
• Implementation of the 2007 Statistics Act | • Coordinate statistical production processes at national and sub-national levels.  
• Rigorously promote norms and value of NSS vision and mission statements  
• Ensure linkages and coordination among producers and between producers and users of statistics  
• Quarterly meetings of the SG and State SGs to discuss Work Plans.  
• Conduct NSS performance appraisal on the implementation of NSDS 2017 - 2021.  
• Ensure that States that have no Bureau of Statistics, no Statistics Edict and no enhanced salary structure should do so.  
• Establish appropriate structures for all classes of agencies with clearly stated functions, staff adequacy by recruitment and training  
• Implement the Statistics Act, 2007 and ensure compliance by all the component parts of the NSS.  
• Strengthen/re-establish MDA statistics units under the same name. | • NCCS/SCCS meetings held.  
• Connectivity of activities between NBS & SSAs, MDAs.  
• Data Traffic & exchange within the NSS.  
• Design and use of MOUs in coordination & collaboration activities.  
• Promote new scheme of service and conditions of service.  
• Establish coordinating structures for statistical activities within each MDA  
• Establish uniform nomenclatures for statistics outfits in MDAs. | • Improved Coordination at Federal & State Level Statistical Systems.  
• Increased number of MOUs among & between stakeholder in NSS  
• Number of MOUs signed  
• Number of Articles of the Act implemented  
• SCCS activities completed  
• Statistics Divisions in PRSDs visible and functional.  
• All SSAs now SBS.  
• NBS & SBS to be fully autonomous. |
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<tr>
<th>3. Human Resource Development and Management</th>
<th>Capacity building for Training of Statisticians</th>
<th>Transform the School of Statistics to a Regional Institution for West Africa, and make the School a bilingual institution in line with the requirement of the Act.</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Human Resource Capital Development</td>
<td>Promote and coordinate the learning of statistics in the Federal School of Statistics (FSS)</td>
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<tr>
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<td>Recruit staff to adequately man the positions.</td>
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<td>Staff participation in Training.</td>
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<td></td>
<td></td>
<td>Train newly recruited staff on specific skills.</td>
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</table>

- Restructure SSAs as recommended in the SSMP.
- SCCS established in all the States.
- Amend the Act to:
  - Establish the post of a Deputy Statistician General (DSG) as a promotional position.
  - Ensure that the appointment of the SG, Chairman of the Board and Bard Members is at the instance of the President, and not on the recommendation of any Minister but subject to the eligibility clause specified in the Act.
  - Organogram of NBS: Protocol Unit to be directly under the SG

- Visibility of statistics in MDAs
- Statistics Act 2007 amended
- Protocol Unit to be directly under the Office of the SG

- Number of courses accredited in FSS.
- Available Training Programmes for Staff.
- Number of new officers sent on specialized courses.
- Number graduated in different fields.
- Number of new officers recruited

- Enhanced status of FSS
- Enhanced skill of staff
- High staff morale, attain right staff mix
- Implementation of the provision of the Statistics Act 2007 with regard to the FSS
| • Implementation of the new schemes of service.  
| • Improve working environment at NBS Zonal/State offices.  
| • Consultancy services in the production of training needs assessment  
| • Provide a conducive working environment with state-of-the-art infrastructure  
| • Prepare staff policies with respect to skill acquisition, staff postings, staff attachment training, mentoring, etc.  
| • Prepare staff manuals with respect to recruitment, leave, leave of absence, discipline, etc.  
| • Number of trainings organized and participated  

| • Physical  
| • Equipment/IT Infrastructure  
| • Statistical Infrastructure  
| • Ensure that PRSDs coordinate the Agencies of the Ministries and the Statistics Division of the PRSD is given befitting office accommodation.  
| • SBS to have a secure and adequate accommodation that is well furnished.  
| • Provide customized aprons for Enumerators.  
| • Continue to update the Compendium and the standardized classifications  

| • Procurement of ICT equipment, staff buses, project vehicles & motor cycles for the States, MDAs and NBS.  
| • Improved operational performance.  

| 4. Infrastructural Development |  |  |
already in place.

- Benchmark international standards and initiatives.
- Link agencies to the Internet.
- Create conducive working environment with appropriate machines, ventilation facilities across the NSS.
- Payment of license fee for the Internet.
- Provide mobility for data collection (e.g. 4-wheel duty vehicles, Motorcycles)
- Install modern electrical system (e.g. generators, UPS, Inverters) to ensure interference free work place.
- Provide computers to SSAs & MDAs.
- Creation and management of Frames (Enumeration Area Frame and Business Register)
- Create and establish Compendium of Statistical Standards along with its updating system.
- Develop standardized classification in all areas of data production (e.g. Industry, Occupation, Population, etc.)
| 5. Information Communication Technology Strategy | • Deployment of Modern Facilities | • Document methods and instructional manuals  
• Develop meta-data  
• Create National Data Quality Assessment Framework  
• Document all international programmes, initiatives and frameworks. | • Number of data centres reactivated  
• Number of members of the NSS linked by WAN and LAN  
• Smooth flow of information |

|  | • Deployment of Modern Facilities | • Extend Internet linkages to members of NSS not covered in NSDS 2010 – 2014.  
• Ensure that those earlier linked are working.  
• Install WAN linking NBS and other members of the NSS  
• Install LAN within each member to ease communication with units in each MDA and SSA.  
• Install Internet facilities to facilitate link with the rest of the world.  
• Install all necessary Extranet for the entire NSS to facilitate communication and information sharing  
• Promote access and sharing of data to increase its utility. |
| 6. Coordination of Data Production Process | • Ensure and help build coordination within MDAs by recognizing only the central PRS Unit.  
• In joint censuses or surveys, the responsibilities of each participating unit should be specified through the use of MOU;  
• NBS to re-establish strong technical liaison with agencies in one of its Departments, possibly CPTC in conjunction with other technical departments.  
• The current effort to develop and strengthen the system of administrative statistics should be pursued with vigour.  
• Implement the CSS at the Federal; some States are doing so.  
• NBS should neither allow nor participate in any survey by an Agency that has no right to do so.  
• Make the coordinating bodies established functional.  
• Embark on the development and strengthening of the system of administrative record-keeping for the generation of administrative statistics in | • Number of MOUs signed.  
• Number of meetings held by the coordinating bodies. | • Harmony in NSS.  
• Seamless flow of information within the NSS.  
• Availability of non-conflicting data. |
| 7. Data Dissemination Policy | • Dissemination Policy  
• Customer relations and dissemination  
• Code of Practice for | • Develop dissemination policy and plans.  
• Define format/level of data to be supplied.  
• Establish terms and conditions for data users/researchers.  
• Establish cost structure in the release of information to users in line with the Statistics Act, 2007.  
• Put into effect the draft Code of Practice for Official Statistics in Nigeria finalized. | • Response to UN and other International Questionnaires.  
• Publications with price tags  
• Number of NBS State offices having PAIRU.  
• Code of Practice for Official Statistics in Nigeria finalized.  
• Customer satisfaction.  
• Income for NBS from sale of publications  
• Independence, assured credibility and integrity of Statistical products. |
<table>
<thead>
<tr>
<th>Official Statistics</th>
<th>for Official Statistics in Nigeria in accordance with the Statistics Act 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop release calendar established.</td>
<td></td>
</tr>
<tr>
<td>• Release statistical information using appropriate media such as electronic bill board, hard copy publication.</td>
<td></td>
</tr>
<tr>
<td>• Draw up plans to achieve synchronization of data release when they are needed by users.</td>
<td></td>
</tr>
<tr>
<td>• Establish PAIRU in NBS, State Offices and stock it with NSS products.</td>
<td></td>
</tr>
<tr>
<td>• Employ Customer Relations Management Strategy (CRMS) to monitor user-needs &amp; maintain feedback with survey participants.</td>
<td></td>
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<tr>
<td>• Develop statistical products and services emerging from the results of customer surveys.</td>
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<tr>
<td>• Monitor and assess dissemination policy</td>
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</tbody>
</table>

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<thead>
<tr>
<th>8. Statistical Auditing (National)/M&amp;E</th>
<th>• Prepare statistical auditing guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and maintain mechanism for statistical audit</td>
<td></td>
</tr>
<tr>
<td>• This should be done by the Coordinating Secretariat in NBS, either alone or in conjunction with a Consultant.</td>
<td></td>
</tr>
</tbody>
</table>

<p>|  | • Number of templates for collating administrative statistics from MDAs developed. |
|  | • Availability of data. |</p>
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<thead>
<tr>
<th>9. Data Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Advocacy to sensitize producers and users on the benefits of data management and data quality management.</td>
</tr>
<tr>
<td>• Search for technical and other forms of assistance from development partners to build data management infrastructures.</td>
</tr>
<tr>
<td>• The NBS will have to prosecute more vigorously its data management project.</td>
</tr>
<tr>
<td>• The NBS as Coordinator of the NSS would need to make its experience and achievements and probably its facilities in this area available to others in the system.</td>
</tr>
<tr>
<td>• The NBS would encourage and assist in the establishment and sustenance of sectoral data banks at the MDAs and States.</td>
</tr>
</tbody>
</table>

- Ensure regular updating of the Compendium of Statistical Terms at least every five years.
- Evaluate the quality of data produced by NSS every two years.
- Training of all members of the NSS on International standards, guidelines, frameworks and initiative to ensure familiarity and consequent application of them.

- Improved data quality
- No of workshops mounted on Data Management.
- No of assistance got from Development Partners on data management infrastructure.
### Securing Adequate Funding for Plan Implementation

- Establish basket fund at centre for NSDS implementation where Development Partners can contribute both in cash or kind (equipment, scholarship) for distribution to members of NSS.
- NBS to initiate action to institutionalize coordination of donors with the NSS programme of work as material for discussion so that the financial implications are linked to the programme.
- Draw up a plan for government gradual taking-over of funding statistical activities over a specified period.
- Advocacy with all governments to assume responsibilities for statistical funding across the NSS.
- Establish Abandoned Funds Trust Fund
- Explore utilization of TETFUND

### Data Development Strategy

- Data Standard
- Data Modelling
- National development and improvement of administrative statistics system NSS-wide.

- Memorandum on abandoned funds Trust fund.
- Meeting with Development Partners on basket funding.
- TETFUND utilized.

- Statistics production adequately funded.
- Government living up to its responsibility.
- Engage a consultant on gender statistics.
- Gender friendly statistics.
<p>| • Installing a National Integrated Survey of Households as a continuous households programme. |
| • Develop joint survey strategy with method of matching sample. |
| • Creation and maintenance of field organization. |
| • Construction and updating of Enumeration Area frame and create a central business register. |
| • Preparation of a National 5-year/10-year survey programme. |
| • Develop gender programme. |
| • Develop gender-responsive data from the survey and censuses. |
| • Develop methods for small area estimation including design for installment census taking. |
| • Methods of indicators computation to cover social, economic, demographic and environmental phenomena. |
| • Identify data gaps in the current National Statistical System. |
| • Research and develop methods and programmes to cover areas like | • Engage a consultant on data needs of users (this should include corporate bodies). |
| • Relevance of NSS to the economy will be enhanced. |</p>
<table>
<thead>
<tr>
<th>Details: Surveys:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Modernization of Data Collection Instruments for Agricultural Surveys/Censuses &amp; Retail Price Collection.</td>
<td></td>
</tr>
<tr>
<td>Digitization of EA maps and lists and creation of Database for</td>
<td></td>
</tr>
<tr>
<td>Acquire GIS and GPS technology for data collection.</td>
<td></td>
</tr>
<tr>
<td>Conduct Content Management Training for Implementing GIS/GPS technology.</td>
<td></td>
</tr>
<tr>
<td>Convert all EA maps and lists into electronic database using Document Management Systems and others ICT systems.</td>
<td></td>
</tr>
<tr>
<td>Create robust electronic database for all available Statistical Directories in the</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>NBS.</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>- Management of Field Operations</td>
<td>• Design appropriate sampling methods and techniques for respective surveys/censuses.</td>
</tr>
<tr>
<td>- Execution of National Integrated Survey of Households (NISH)</td>
<td>• Establish master sample of EAs and Housing Units from List of EAs.</td>
</tr>
<tr>
<td>- Execution of National Integrated Survey of Establishments (NISE)</td>
<td>• Establish efficient sampling technique and determine expected variances and error terms for each survey.</td>
</tr>
<tr>
<td>• Coordinate Statistical production related to data collection from Households resident in Nigeria for the production of:</td>
<td>• Coordinate Statistical production related to data collection from Households resident in Nigeria for the production of:</td>
</tr>
<tr>
<td>- General Household Survey reports for monitoring, Housing conditions, Unemployment, Household Composition, etc.</td>
<td>- General Household Survey reports for monitoring, Housing conditions, Unemployment, Household Composition, etc.</td>
</tr>
<tr>
<td>- Household budget survey to provide statistics for determining Nigeria poverty profile, income, consumption and expenditure pattern, welfare indicators, determination of relative weights for consumer price index expenditure outlets, etc.</td>
<td>- Household budget survey to provide statistics for determining Nigeria poverty profile, income, consumption and expenditure pattern, welfare indicators, determination of relative weights for consumer price index expenditure outlets, etc.</td>
</tr>
<tr>
<td>- National Agricultural Sample Census covering Modern Agricultural Holdings and Informal holdings. Data collection will cover Farming Household information, Production of Crops, Livestock, Poultry and Fishery.</td>
<td>- National Agricultural Sample Census covering Modern Agricultural Holdings and Informal holdings. Data collection will cover Farming Household information, Production of Crops, Livestock, Poultry and Fishery.</td>
</tr>
<tr>
<td>- Nigeria Socio-economic Survey. This</td>
<td>- Nigeria Socio-economic Survey. This</td>
</tr>
<tr>
<td>System of Administrative Data</td>
<td>Activity provides socio-economic indicators for Quarterly GDP Series, formulation and tracking/monitoring monetary policies, etc.</td>
</tr>
<tr>
<td>------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Coordinate the production of State Statistical Year Book and use data therefrom to produce the Nigerian Statistical Year Book</td>
<td>- Produce data base on Directory of Industries and Businesses in Nigeria. Updated digital version will be designed and developed for the NBS website operations.</td>
</tr>
<tr>
<td>• Finalize the production of Statistical templates for the various sectors in the pilot exercise.</td>
<td>- Tracking Inflation rate in Nigeria for National, Urban and Rural Series.</td>
</tr>
<tr>
<td>• Design data stream system for each Ministry for effective linkage with the National Data Centre at the NBS.</td>
<td>- Production of Foreign Trade Statistics related to Imports, Exports, Trade balance and direction of trade.</td>
</tr>
<tr>
<td>• Periodic (Quarterly) spot-checks on SSAs performance in populating the templates of the State Statistical Year Books.</td>
<td>• Collation of State data sets for production of the National Statistical Year Book (SYB).</td>
</tr>
<tr>
<td>• Collation of State data sets for production of the National Statistical Year Book (SYB).</td>
<td>• Develop tabulation plan for the national SYB.</td>
</tr>
<tr>
<td>• Produce final draft of the SYB.</td>
<td>• Produce final draft of the SYB.</td>
</tr>
<tr>
<td>Census</td>
<td>Population, Livestock, Industries.</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• Production of National Accounts of Nigeria</td>
<td>• Collection &amp; Compilation of government Accounts from state and local governments and the Federal Min of Finance, Budget Office, Debt Management Office, etc.</td>
</tr>
<tr>
<td>• Production of the Quarterly GDP series</td>
<td>• Collection of Production Accounts from relevant establishments especially the NNPC and Ministry of Energy.</td>
</tr>
<tr>
<td></td>
<td>• Validation exercise to consolidate the data.</td>
</tr>
<tr>
<td></td>
<td>• Use data derived from Nigeria Socio-economic survey and quarterly Federal, States and Local Governments reports to produce Accounts and other components of National Accounts.</td>
</tr>
<tr>
<td></td>
<td>• Use CPI as deflators and input trade data for quarterly GDP construction.</td>
</tr>
<tr>
<td></td>
<td>• Production of State GDP, CPI &amp; Inflation Rate.</td>
</tr>
<tr>
<td></td>
<td>• Nigeria Socio-economic Survey. This activity provides socio-economic indicators for Quarterly GDP Series, formulation and tracking/monitoring monetary policies, etc.</td>
</tr>
<tr>
<td></td>
<td>• Produce database on Directory of</td>
</tr>
</tbody>
</table>
Industries and Businesses in Nigeria. Updated digital version will be designed and developed for the NBS website operations.

- Tracking inflation rate in Nigeria for National, Urban and Rural Series.

- Production of Foreign Trade Statistics related to Imports, Exports, Trade balance and direction of Trade.
ANNEX III

BUDGET ESTIMATE FOR NSS, 2017 - 2021 USD

<table>
<thead>
<tr>
<th>Programmes</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Development</td>
<td>2,789,733</td>
<td>3,193,839</td>
<td>4,304,696</td>
<td>4,525,267</td>
<td>4,616,847</td>
<td>19,430,382</td>
</tr>
<tr>
<td>Data Management Development *</td>
<td>16,684,195</td>
<td>39,987,079</td>
<td>19,310,265</td>
<td>20,971,339</td>
<td>22,485,383</td>
<td>119,438,261</td>
</tr>
<tr>
<td>Infrastructure Development **</td>
<td>5,179,409</td>
<td>5,697,350</td>
<td>6,267,085</td>
<td>6,893,793</td>
<td>7,583,172</td>
<td>31,620,809</td>
</tr>
<tr>
<td>Grand Total</td>
<td>53,246,552</td>
<td>80,330,801</td>
<td>64,479,834</td>
<td>70,447,966</td>
<td>76,548,727</td>
<td>345,053,880</td>
</tr>
</tbody>
</table>

Note:
+ Organizational & Institutional Development = Advocacy, Organization & Institutional Development, and Statistical Auditing/M&E
* Data Management Development = Data Development, Data Dissemination, Survey, Administrative Data, and Data from Census
** Infrastructural Development = Office equipment, transport equipment, ICT equipment & Components, etc.
<table>
<thead>
<tr>
<th>Programmes</th>
<th>Activities</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Publicity of NBS, the National Statistical System (NSS) and State Statistical System</td>
<td>802,347</td>
<td>882,582</td>
<td>970,840</td>
<td>1,067,924</td>
<td>1,174,716</td>
<td>4,898,409</td>
</tr>
<tr>
<td></td>
<td>Corporate Image Enhancement Activities</td>
<td>1,123,285</td>
<td>1,235,614</td>
<td>1,359,175</td>
<td>1,495,092</td>
<td>1,644,602</td>
<td>6,857,768</td>
</tr>
<tr>
<td></td>
<td>Activities on Professional Presence</td>
<td>962,815</td>
<td>1,059,097</td>
<td>1,165,007</td>
<td>1,281,507</td>
<td>1,409,658</td>
<td>5,878,084</td>
</tr>
<tr>
<td></td>
<td></td>
<td>22,253,324</td>
<td>24,478,656</td>
<td>26,926,522</td>
<td>29,619,174</td>
<td>32,581,091</td>
<td>135,858,767</td>
</tr>
<tr>
<td>Organization &amp; Institutional Development</td>
<td></td>
<td>2,901,963</td>
<td>3,192,159</td>
<td>3,511,375</td>
<td>3,862,512</td>
<td>4,248,764</td>
<td>17,716,773</td>
</tr>
<tr>
<td>Area</td>
<td>Allocation 2020</td>
<td>Allocation 2021</td>
<td>Allocation 2022</td>
<td>Allocation 2023</td>
<td>Allocation 2024</td>
<td>Total</td>
<td></td>
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<td>----------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Institutionalization of Quality Management Techniques, Principles</td>
<td>580,393</td>
<td>638,432</td>
<td>702,275</td>
<td>772,503</td>
<td>849,753</td>
<td>3,543,356</td>
<td></td>
</tr>
<tr>
<td>and Practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restructuring &amp; Professionalization activities including Jobs</td>
<td>580,393</td>
<td>638,432</td>
<td>702,275</td>
<td>772,503</td>
<td>849,753</td>
<td>3,543,356</td>
<td></td>
</tr>
<tr>
<td>Description for all categories of Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination, Collaboration and Cooperation Programmes</td>
<td>870,589</td>
<td>957,647</td>
<td>1,053,412</td>
<td>1,158,753</td>
<td>1,274,629</td>
<td>5,315,030</td>
<td></td>
</tr>
<tr>
<td>Development and Operationalization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Ethics, Fundamental Principles institutionalization of</td>
<td>870,589</td>
<td>957,647</td>
<td>1,053,412</td>
<td>1,158,753</td>
<td>1,274,629</td>
<td>5,315,030</td>
<td></td>
</tr>
<tr>
<td>Best Practices activities and programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>2,789,732</td>
<td>3,193,839</td>
<td>4,304,695</td>
<td>4,525,268</td>
<td>4,616,846</td>
<td>19,430,380</td>
<td></td>
</tr>
<tr>
<td>Operationalization of activities related to assessment of Training</td>
<td>911,002</td>
<td>1,002,102</td>
<td>1,102,312</td>
<td>1,212,543</td>
<td>1,333,797</td>
<td>5,561,756</td>
<td></td>
</tr>
<tr>
<td>needs and Five Years Training Programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training: <em>(See Annex V for details)</em></td>
<td>1,878,731</td>
<td>2,191,737</td>
<td>3,202,383</td>
<td>3,312,725</td>
<td>3,283,049</td>
<td>13,868,625</td>
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</tr>
<tr>
<td>Infrastructure</td>
<td>3,891,200</td>
<td>4,280,320</td>
<td>4,708,352</td>
<td>5,179,187</td>
<td>5,697,106</td>
<td>23,756,165</td>
<td></td>
</tr>
<tr>
<td>Identification, acquisition and</td>
<td>1,240,686</td>
<td>1,364,755</td>
<td>1,501,230</td>
<td>1,651,353</td>
<td>1,816,488</td>
<td>7,574,512</td>
<td></td>
</tr>
<tr>
<td>deployment of office/Training</td>
<td></td>
<td></td>
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<tr>
<td>facilities and equipment <em>(See Table 4.3 for details)</em></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Identification and acquisition of</td>
<td>413,562</td>
<td>454,919</td>
<td>500,410</td>
<td>550,452</td>
<td>605,497</td>
<td>2,524,840</td>
<td></td>
</tr>
<tr>
<td>requisite ICT infrastructure for</td>
<td></td>
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<tr>
<td>data collection, processing,</td>
<td></td>
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<tr>
<td>archiving and effective dissemination*(See Table 4.3 for details)*</td>
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</tr>
<tr>
<td>Upgrade data centres with Internet</td>
<td>169,140</td>
<td>186,054</td>
<td>204,660</td>
<td>225,126</td>
<td>247,638</td>
<td>1,032,618</td>
<td></td>
</tr>
<tr>
<td>Connectivity for effective data</td>
<td></td>
<td></td>
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<tr>
<td>management at MDAs and State</td>
<td></td>
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<tr>
<td>Government Statistics Bureau. *(See</td>
<td></td>
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<td></td>
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<tr>
<td>Annex V for details)*</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide specification and procure</td>
<td>2,067,811</td>
<td>2,274,592</td>
<td>2,502,051</td>
<td>2,752,256</td>
<td>3,027,482</td>
<td>12,624,192</td>
<td></td>
</tr>
<tr>
<td>adequate project vehicles, Motor</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>cycles, Life jacket and Aprons *(See</td>
<td></td>
<td></td>
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<tr>
<td>Annex V for details)*</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>IT Strategy</td>
<td>1,288,209</td>
<td>1,417,030</td>
<td>1,558,733</td>
<td>1,714,606</td>
<td>1,886,067</td>
<td>7,864,645</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Programmes design and implementation towards IT literacy rate enhancement across the NSS</td>
<td>322,053</td>
<td>354,258</td>
<td>389,684</td>
<td>428,652</td>
<td>471,517</td>
<td>1,966,164</td>
<td></td>
</tr>
<tr>
<td>Annual subscriptions for dedicated Server, Internet and Maintenance of wireless network and Enterprise Antivirus</td>
<td>128,821</td>
<td>141,703</td>
<td>155,874</td>
<td>171,461</td>
<td>188,607</td>
<td>786,466</td>
<td></td>
</tr>
<tr>
<td>Design and deploy appropriate ICT architecture for effective data streaming across Federal and State government statistical agencies to avoid problems inherent in the use of multiplicity of non-compatibility</td>
<td>193,231</td>
<td>212,554</td>
<td>233,810</td>
<td>257,191</td>
<td>282,910</td>
<td>1,179,696</td>
<td></td>
</tr>
<tr>
<td>Optimization of NBS Data recovering Centre, Continuous system &amp; application upgrade to avoid generation gap in data management and the release of NSS-ICT policy document, Upgrading Internet Bandwidth from 2Mb to 10 Mb and NBS website optimization</td>
<td>644,104</td>
<td>708,515</td>
<td>779,366</td>
<td>857,303</td>
<td>943,033</td>
<td>3,932,321</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,809,260</td>
<td>1,990,186</td>
<td>2,189,204</td>
<td>2,408,125</td>
<td>2,648,937</td>
<td>11,045,712</td>
<td></td>
</tr>
<tr>
<td>Data Development</td>
<td>369,733</td>
<td>406,706</td>
<td>447,377</td>
<td>492,114</td>
<td>541,326</td>
<td>2,257,256</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Adoption &amp; implementation of National MDAs, Sector, State, Data release Calendar</td>
<td>277,299</td>
<td>305,029</td>
<td>335,532</td>
<td>369,086</td>
<td>405,994</td>
<td>1,692,940</td>
<td></td>
</tr>
<tr>
<td>Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses</td>
<td>462,166</td>
<td>508,383</td>
<td>559,221</td>
<td>615,143</td>
<td>676,658</td>
<td>2,821,571</td>
<td></td>
</tr>
<tr>
<td>Encourage and conduct User/Producer, Supplier/Producer and User/Suppliers/Producer dialogues</td>
<td>700,061</td>
<td>770,067</td>
<td>847,074</td>
<td>931,782</td>
<td>1,024,960</td>
<td>4,273,944</td>
<td></td>
</tr>
<tr>
<td>Data Dissemination</td>
<td>2,914,693</td>
<td>3,206,162</td>
<td>3,526,778</td>
<td>3,879,456</td>
<td>4,267,402</td>
<td>17,794,491</td>
<td></td>
</tr>
<tr>
<td>Upgrade, maintain and deploy online and offline dissemination systems</td>
<td>1,748,816</td>
<td>1,923,697</td>
<td>2,116,067</td>
<td>2,327,674</td>
<td>2,560,441</td>
<td>10,676,695</td>
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<tr>
<td>Activity</td>
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<td></td>
</tr>
<tr>
<td>Track, analyse and profile Users of Statistics by purpose, type and occupational groups</td>
<td>437,204</td>
<td>480,924</td>
<td>529,017</td>
<td>581,918</td>
<td>640,110</td>
<td>2,669,173</td>
<td></td>
</tr>
<tr>
<td>Disseminate Statistical products in collaboration with the media and conduct media education workshops.</td>
<td>437,204</td>
<td>480,924</td>
<td>529,017</td>
<td>581,918</td>
<td>640,110</td>
<td>2,669,173</td>
<td></td>
</tr>
<tr>
<td>Engage in micro data dissemination as dictated in the micro data dissemination policy document.</td>
<td>291,469</td>
<td>320,616</td>
<td>352,678</td>
<td>387,946</td>
<td>426,740</td>
<td>1,779,449</td>
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<tr>
<td>Survey</td>
<td>9,512,086</td>
<td>32,116,733</td>
<td>10,652,885</td>
<td>11,448,220</td>
<td>12,009,951</td>
<td>75,739,875</td>
<td></td>
</tr>
<tr>
<td>Design &amp; adopt five- year data production calendar for both National and Sub-national Statistical Agencies</td>
<td>271,923</td>
<td>299,115</td>
<td>329,027</td>
<td>361,930</td>
<td>398,123</td>
<td>1,660,118</td>
<td></td>
</tr>
<tr>
<td>Surveys ( See Annex V for details )</td>
<td>8,696,317</td>
<td>31,219,387</td>
<td>9,665,805</td>
<td>10,362,431</td>
<td>10,815,583</td>
<td>70,759,523</td>
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</tr>
<tr>
<td>Task Description</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
<td>2026</td>
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<td></td>
</tr>
<tr>
<td>Intensify ICT application in various stages of statistical survey, census and Administration record compilation</td>
<td>271,923</td>
<td>299,115</td>
<td>329,027</td>
<td>361,930</td>
<td>398,123</td>
<td>1,660,118</td>
<td></td>
</tr>
<tr>
<td>Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation</td>
<td>271,923</td>
<td>299,115</td>
<td>329,027</td>
<td>361,930</td>
<td>398,123</td>
<td>1,660,118</td>
<td></td>
</tr>
<tr>
<td>Administrative, Data</td>
<td>1,573,310</td>
<td>1,730,641</td>
<td>1,903,705</td>
<td>2,094,076</td>
<td>2,303,483</td>
<td>9,605,215</td>
<td></td>
</tr>
<tr>
<td>Sensitize and Deploy the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies</td>
<td>235,997</td>
<td>259,596</td>
<td>285,556</td>
<td>314,112</td>
<td>345,523</td>
<td>1,440,784</td>
<td></td>
</tr>
<tr>
<td>Sensitize, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium</td>
<td>393,327</td>
<td>432,660</td>
<td>475,926</td>
<td>523,519</td>
<td>575,871</td>
<td>2,401,303</td>
<td></td>
</tr>
<tr>
<td>Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureau of Statistics) for production of the State Statistical Year Book.</td>
<td>314,662</td>
<td>346,128</td>
<td>380,741</td>
<td>418,815</td>
<td>460,697</td>
<td>1,921,043</td>
<td></td>
</tr>
</tbody>
</table>
Ensure that annual releases of key statistical products of administrative nature (e.g. State Statistical Year Book, Sector Statistics Digest, NBS-Annual Abstract of Statistics, Statistical Factsheets, Nigeria Trade Summary, etc.) are achieved.

<table>
<thead>
<tr>
<th>Data from Census</th>
<th>629,324</th>
<th>692,256</th>
<th>761,482</th>
<th>837,630</th>
<th>921,393</th>
<th>3,842,085</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning data collection and systems of management</td>
<td>874,848</td>
<td>943,357</td>
<td>1,037,693</td>
<td>1,141,462</td>
<td>1,255,609</td>
<td>5,252,969</td>
</tr>
<tr>
<td>Census exercise on Solid minerals</td>
<td>79,779</td>
<td>87,756</td>
<td>96,532</td>
<td>106,185</td>
<td>116,804</td>
<td>487,056</td>
</tr>
<tr>
<td>Census exercise on Telecommunication</td>
<td>66,397</td>
<td>73,037</td>
<td>80,340</td>
<td>88,375</td>
<td>97,212</td>
<td>405,361</td>
</tr>
<tr>
<td>Climate data of census nature</td>
<td>239,336</td>
<td>263,270</td>
<td>289,597</td>
<td>318,556</td>
<td>350,412</td>
<td>1,461,171</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planning data collection and systems of management</th>
<th>921,393</th>
<th>3,842,085</th>
</tr>
</thead>
<tbody>
<tr>
<td>Census exercise on Solid minerals</td>
<td>1,255,609</td>
<td>5,252,969</td>
</tr>
<tr>
<td>Census exercise on Telecommunication</td>
<td>1,141,462</td>
<td>5,252,969</td>
</tr>
<tr>
<td>Climate data of census nature</td>
<td>318,556</td>
<td>1,461,171</td>
</tr>
<tr>
<td>Description</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Compilation of Energy Statistics and Environment Surveys.</td>
<td>250,000</td>
<td>256,024</td>
</tr>
<tr>
<td>Statistical Auditing/M&amp;E</td>
<td>549,479</td>
<td>604,426</td>
</tr>
<tr>
<td>Spot-check activities</td>
<td>109,896</td>
<td>120,885</td>
</tr>
<tr>
<td>Periodic PITT monitoring &amp; on the spot payments+B44</td>
<td>109,896</td>
<td>120,885</td>
</tr>
<tr>
<td>Assess inventory valuation of Adjustment</td>
<td>164,844</td>
<td>181,328</td>
</tr>
<tr>
<td>Periodic evaluation, reporting, auditing, and project clinic exercise.</td>
<td>164,844</td>
<td>181,328</td>
</tr>
<tr>
<td>Grand Total</td>
<td>53,246,551</td>
<td>80,330,802</td>
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</tbody>
</table>
### BUDGET ESTIMATE FOR NBS 2017 - 2021 USD

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Activities</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>Statistical Advocacy</td>
<td>Publicity of NBS, the National Statistical System (NSS) and State Statistical System</td>
<td>456,291</td>
<td>501,920</td>
<td>552,112</td>
<td>607,323</td>
<td>668,055</td>
<td>2,785,701</td>
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<tr>
<td></td>
<td>Corporate Image Enhancement Activities</td>
<td>638,807</td>
<td>702,687</td>
<td>772,956</td>
<td>850,251</td>
<td>935,277</td>
<td>3,899,978</td>
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<td>Activities on Professional Presence</td>
<td>547,548</td>
<td>602,303</td>
<td>662,533</td>
<td>728,787</td>
<td>801,665</td>
<td>3,342,836</td>
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<tr>
<td></td>
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<td>7,475,750</td>
<td>8,223,325</td>
<td>9,045,658</td>
<td>9,950,223</td>
<td>10,945,246</td>
<td>45,640,202</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organization &amp; Institutional Development</td>
<td>1,519,983</td>
<td>1,671,981</td>
<td>1,839,179</td>
<td>2,023,097</td>
<td>2,225,407</td>
<td>9,279,647</td>
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<tr>
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<td>Restructuring &amp; Professionalization activities including Jobs Description for all categories of staff</td>
<td>303,997</td>
<td>334,396</td>
<td>367,836</td>
<td>404,620</td>
<td>445,082</td>
<td>1,855,931</td>
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<td>2008</td>
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</tr>
<tr>
<td></td>
<td>Coordination, Collaboration and Cooperation Programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development and Operationalization</td>
<td>455,995</td>
<td>501,594</td>
<td>551,754</td>
<td>606,929</td>
<td>667,622</td>
<td>2,783,894</td>
</tr>
<tr>
<td></td>
<td>Professional Ethics, Fundamental Principles institutionalization of Best Practice activities and programmes</td>
<td>455,995</td>
<td>501,594</td>
<td>551,754</td>
<td>606,929</td>
<td>667,622</td>
<td>2,783,894</td>
</tr>
<tr>
<td></td>
<td>Human Resource Development</td>
<td>441,319</td>
<td>610,584</td>
<td>1,463,115</td>
<td>1,399,529</td>
<td>1,178,534</td>
<td>5,093,081</td>
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<tr>
<td></td>
<td>Operationalization of activities related to assessment of Training needs and five years Training programmes</td>
<td>441,319</td>
<td>485,451</td>
<td>533,996</td>
<td>587,395</td>
<td>646,135</td>
<td>2,694,296</td>
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<tr>
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<td>Training: <em>(See Annex V for details)</em></td>
<td>125,133</td>
<td>929,119</td>
<td>812,134</td>
<td>532,399</td>
<td>2,398,785</td>
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<td>1,760,307</td>
<td>1,936,338</td>
<td>2,129,971</td>
<td>2,342,968</td>
<td>2,577,265</td>
<td>10,746,849</td>
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<tr>
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<td>Infrastructure</td>
<td>553,302</td>
<td>608,632</td>
<td>669,495</td>
<td>736,444</td>
<td>810,089</td>
<td>3,377,962</td>
</tr>
<tr>
<td></td>
<td>Identification, acquisition and deployment of office/Training facilities and equipment <em>(See Table 4.3 for details)</em></td>
<td>184,434</td>
<td>202,877</td>
<td>223,165</td>
<td>245,482</td>
<td>270,030</td>
<td>1,125,988</td>
</tr>
<tr>
<td></td>
<td>Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination <em>(See Table 4.3 for details)</em></td>
<td>184,434</td>
<td>202,877</td>
<td>223,165</td>
<td>245,482</td>
<td>270,030</td>
<td>1,125,988</td>
</tr>
<tr>
<td>IT Strategy</td>
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<td>3</td>
<td>4</td>
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<td></td>
</tr>
<tr>
<td>Upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureaus. <em>(See Annex V for details)</em></td>
<td>100,402</td>
<td>110,442</td>
<td>121,486</td>
<td>133,635</td>
<td>146,999</td>
<td>612,964</td>
<td></td>
</tr>
<tr>
<td>Provide specification and procure adequate project vehicles, Motor cycles, Life jackets and Aprons <em>(See Annex V for details)</em></td>
<td>922,169</td>
<td>1,014,386</td>
<td>1,115,825</td>
<td>1,227,407</td>
<td>1,350,148</td>
<td>5,629,935</td>
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<tr>
<td>Programmes design and implementation towards IT literacy rate enhancement across the NSS</td>
<td>492,612</td>
<td>541,873</td>
<td>596,061</td>
<td>655,667</td>
<td>721,233</td>
<td>3,007,446</td>
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</tr>
<tr>
<td>Annual subscriptions for dedicated Server, Internet and Maintenance of wireless networks and Enterprise Antivirus</td>
<td>123,153</td>
<td>135,468</td>
<td>149,015</td>
<td>163,917</td>
<td>180,309</td>
<td>751,862</td>
<td></td>
</tr>
<tr>
<td>Design and deploy appropriate ICT architecture for effective data streaming across Federal and State government statistical agencies to avoid problems inherent in the use of multiplicity of non-compatibility</td>
<td>49,261</td>
<td>54,187</td>
<td>59,606</td>
<td>65,567</td>
<td>72,123</td>
<td>300,744</td>
<td></td>
</tr>
<tr>
<td>Optimization of NBS Data recovering Centre, Continuous system &amp; application upgrade to avoid generation gap in data management and the release of NSS-ICT policy document,</td>
<td>246,306</td>
<td>270,936</td>
<td>298,030</td>
<td>327,833</td>
<td>360,616</td>
<td>1,503,721</td>
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</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
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</tr>
<tr>
<td><strong>Upgrading Internet Bandwidth</strong></td>
<td>from 2Mb to 10 Mb and NBS website optimization</td>
<td>964,993</td>
<td>1,061,492</td>
<td>1,167,641</td>
<td>1,284,405</td>
<td>1,412,846</td>
<td>5,891,377</td>
</tr>
<tr>
<td>Data Development</td>
<td>Data integrity and data quality enhancement programmes/activities</td>
<td>192,999</td>
<td>212,298</td>
<td>233,528</td>
<td>256,881</td>
<td>282,569</td>
<td>1,178,275</td>
</tr>
<tr>
<td></td>
<td>Adoption &amp; implementation of National MDAs, Sector, State, Data release Calendars</td>
<td>144,749</td>
<td>159,224</td>
<td>175,146</td>
<td>192,661</td>
<td>211,927</td>
<td>883,707</td>
</tr>
<tr>
<td></td>
<td>Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses</td>
<td>241,248</td>
<td>265,373</td>
<td>291,910</td>
<td>321,101</td>
<td>353,212</td>
<td>1,472,844</td>
</tr>
<tr>
<td></td>
<td>Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogues</td>
<td>385,997</td>
<td>424,597</td>
<td>467,056</td>
<td>513,762</td>
<td>565,138</td>
<td>2,356,550</td>
</tr>
<tr>
<td>Data Dissemination</td>
<td>Upgrade, maintain and deploy online and offline dissemination systems</td>
<td>1,540,394</td>
<td>1,694,434</td>
<td>1,863,877</td>
<td>2,050,265</td>
<td>2,255,292</td>
<td>9,404,262</td>
</tr>
<tr>
<td></td>
<td></td>
<td>924,237</td>
<td>1,016,660</td>
<td>1,118,326</td>
<td>1,230,159</td>
<td>1,353,175</td>
<td>5,642,557</td>
</tr>
<tr>
<td>Activity</td>
<td>2007</td>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td>2011</td>
<td>2012</td>
<td></td>
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<td></td>
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<tr>
<td>Track, analyse and profile Users of Statistics by purpose, type and occupational groups</td>
<td>231,059</td>
<td>254,165</td>
<td>279,582</td>
<td>307,540</td>
<td>338,294</td>
<td>1,410,640</td>
<td></td>
</tr>
<tr>
<td>Disseminate Statistical products in collaboration with the media and conduct media education workshops.</td>
<td>231,059</td>
<td>254,165</td>
<td>279,582</td>
<td>307,540</td>
<td>338,294</td>
<td>1,410,640</td>
<td></td>
</tr>
<tr>
<td>Engage in micro-data dissemination as dictated in the micro data dissemination policy document.</td>
<td>154,039</td>
<td>169,443</td>
<td>186,388</td>
<td>205,026</td>
<td>225,529</td>
<td>940,425</td>
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<tr>
<td><strong>Survey</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design &amp; adopt five- year data production calendar for both National and Sub-national Statistical Agencies</td>
<td>141,329</td>
<td>155,462</td>
<td>171,008</td>
<td>188,109</td>
<td>206,920</td>
<td>862,828</td>
<td></td>
</tr>
<tr>
<td>Surveys ( See Annex V for details)</td>
<td>7,782,162</td>
<td>30,213,816</td>
<td>8,559,677</td>
<td>9,145,691</td>
<td>9,477,169</td>
<td>65,178,515</td>
<td></td>
</tr>
<tr>
<td>Intensify ICT application in various stages of statistical surveys, censuses and Administration records compilation</td>
<td>141,329</td>
<td>155,462</td>
<td>171,008</td>
<td>188,109</td>
<td>206,920</td>
<td>862,828</td>
<td></td>
</tr>
<tr>
<td>Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation</td>
<td>141,329</td>
<td>155,462</td>
<td>171,008</td>
<td>188,109</td>
<td>206,920</td>
<td>862,828</td>
<td></td>
</tr>
<tr>
<td>Administrative Data</td>
<td>Sensitize and Deploy the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies</td>
<td>553,311</td>
<td>608,643</td>
<td>669,507</td>
<td>736,458</td>
<td>810,103</td>
<td>3,378,022</td>
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<td></td>
<td>Sensitize, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium</td>
<td>82,997</td>
<td>91,296</td>
<td>100,426</td>
<td>110,469</td>
<td>121,516</td>
<td>506,704</td>
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<td></td>
<td>Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.</td>
<td>138,328</td>
<td>152,161</td>
<td>167,377</td>
<td>184,115</td>
<td>202,526</td>
<td>844,507</td>
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<td></td>
<td>Ensure that annual releases of key statistical products of administrative nature (e.g. State Statistical Year Books, Sector Statistics Digest, NBS- Annual Abstract of Statistics, Statistical Factsheets, Nigeria Trade Summary, etc) are achieved.</td>
<td>110,662</td>
<td>121,728</td>
<td>133,901</td>
<td>147,291</td>
<td>162,021</td>
<td>675,603</td>
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<td>221,324</td>
<td>243,457</td>
<td>267,803</td>
<td>294,583</td>
<td>324,041</td>
<td>1,351,208</td>
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<td>Data from Census</td>
<td>Planning data collection and systems of management</td>
<td>874,848</td>
<td>943,357</td>
<td>1,037,693</td>
<td>1,141,462</td>
<td>1,255,609</td>
<td>5,252,969</td>
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<td></td>
<td>Census exercise on Solid minerals</td>
<td>79,779</td>
<td>87,756</td>
<td>96,532</td>
<td>106,185</td>
<td>116,804</td>
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<td>73,037</td>
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<tr>
<td>Census exercise on Telecommunication</td>
<td>239,336</td>
<td>263,270</td>
<td>289,597</td>
<td>318,556</td>
<td>350,412</td>
<td>1,461,171</td>
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<tr>
<td>Climate data of census nature</td>
<td>239,336</td>
<td>263,270</td>
<td>289,597</td>
<td>318,556</td>
<td>350,412</td>
<td>1,461,171</td>
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<td>250,000</td>
<td>256,024</td>
<td>281,627</td>
<td>309,790</td>
<td>340,769</td>
<td>1,438,210</td>
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<td><strong>Statistical Auditing/M&amp;E</strong></td>
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<tr>
<td>Spot-check activities</td>
<td>109,896</td>
<td>120,885</td>
<td>132,974</td>
<td>146,271</td>
<td>160,898</td>
<td>670,924</td>
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<tr>
<td>Periodic PITT monitoring &amp; on the spot payments+B44</td>
<td>109,896</td>
<td>120,885</td>
<td>132,974</td>
<td>146,271</td>
<td>160,898</td>
<td>670,924</td>
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<tr>
<td>Assess inventory valuation of Adjustment</td>
<td>164,844</td>
<td>181,328</td>
<td>199,461</td>
<td>219,407</td>
<td>241,347</td>
<td>1,006,387</td>
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<tr>
<td>Periodic evaluation, reporting, auditing, and project clinic exercise.</td>
<td>164,844</td>
<td>181,328</td>
<td>199,461</td>
<td>219,407</td>
<td>241,347</td>
<td>1,006,387</td>
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<tr>
<td><strong>Total</strong></td>
<td>26,021,792</td>
<td>50,383,566</td>
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### BUDGET ESTIMATE FOR STATES 2017-2021 USD

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<th>Programmes</th>
<th>Activities</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<td><strong>Statistical Advocacy</strong></td>
<td>Commissioners, State and Local Government Legislators</td>
<td>209,406</td>
<td>230,347</td>
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<td>390,207</td>
<td>429,228</td>
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<td>Corporate Image Enhancement Activities</td>
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<td>276,416</td>
<td>304,057</td>
<td>334,463</td>
<td>367,909</td>
<td>1,534,132</td>
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<td>Activities on Professional Presence</td>
<td>7,399,901</td>
<td>8,139,891</td>
<td>8,953,880</td>
<td>9,849,268</td>
<td>10,834,195</td>
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<td>Restructuring &amp; Professionalization activities including Job description for all categories of staff</td>
<td>161,367</td>
<td>177,504</td>
<td>195,254</td>
<td>214,779</td>
<td>236,257</td>
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<td>Coordination, Collaboration and Cooperation Programmes Development and Operationalization</td>
<td>242,050</td>
<td>266,255</td>
<td>292,881</td>
<td>322,169</td>
<td>354,386</td>
<td>1,477,741</td>
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<td>Professional Ethics, Fundamental Principles institutionalization of Best Practice activities and programmes</td>
<td>242,050</td>
<td>266,255</td>
<td>292,881</td>
<td>322,169</td>
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<td>and effective</td>
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<td>and State Government</td>
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<td>Statistics Bureaus</td>
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<td>Provide specification</td>
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<td>and procure adequate</td>
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<td>Motorcycles, Life</td>
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<td>See Annex V for details)*</td>
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<td>111,916</td>
<td>123,108</td>
<td>135,419</td>
<td>148,961</td>
<td>621,146</td>
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<td>across the NSS</td>
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<tr>
<td>Procure, install and conduct content Management Workshops for all IT</td>
<td>40,697</td>
<td>44,767</td>
<td>49,243</td>
<td>54,168</td>
<td>59,584</td>
<td>248,459</td>
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<td>application</td>
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<tr>
<td>Design and deploy appropriate ICT architecture for effective data</td>
<td>61,045</td>
<td>67,149</td>
<td>73,864</td>
<td>81,251</td>
<td>89,376</td>
<td>372,685</td>
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<td>streaming across Federal and State government statistical agencies to</td>
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<td>avoid problems inherent in the use of multiplicity of non-compatibility</td>
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<td>Continuous system &amp; application upgrade to avoid generation gap in data</td>
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<td>223,832</td>
<td>246,216</td>
<td>270,837</td>
<td>297,921</td>
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<th>565,327</th>
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<td>113,065</td>
<td>124,372</td>
<td>136,809</td>
<td>570,475</td>
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<td>77,090</td>
<td>84,799</td>
<td>93,279</td>
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<td>427,857</td>
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<td>Activity</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
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<tr>
<td>Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses</td>
<td>116,803</td>
<td>128,484</td>
<td>141,332</td>
<td>155,465</td>
<td>171,012</td>
<td>713,096</td>
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<td>Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogues</td>
<td>186,885</td>
<td>205,573</td>
<td>226,131</td>
<td>248,744</td>
<td>273,618</td>
<td>1,140,951</td>
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<td><strong>827,241</strong></td>
<td><strong>909,965</strong></td>
<td><strong>1,000,961</strong></td>
<td><strong>1,101,057</strong></td>
<td><strong>4,591,261</strong></td>
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<td>Upgrade, maintain and deploy online and offline dissemination systems</td>
<td>451,222</td>
<td>496,345</td>
<td>545,979</td>
<td>600,577</td>
<td>660,635</td>
<td>2,754,758</td>
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<tr>
<td>Track, analyze and profile Users of Statistics by purpose, type and occupational groups</td>
<td>112,805</td>
<td>124,086</td>
<td>136,495</td>
<td>150,144</td>
<td>165,158</td>
<td>688,688</td>
</tr>
<tr>
<td>Disseminate Statistical products in collaboration with the media and conduct media education workshops.</td>
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<td>124,086</td>
<td>136,495</td>
<td>150,144</td>
<td>165,158</td>
<td>688,688</td>
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<td>90,996</td>
<td>100,096</td>
<td>110,106</td>
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<td><strong>Survey</strong></td>
<td><strong>1,028,172</strong></td>
<td><strong>1,130,989</strong></td>
<td><strong>1,244,088</strong></td>
<td><strong>1,368,497</strong></td>
<td><strong>1,505,347</strong></td>
<td><strong>6,277,093</strong></td>
</tr>
<tr>
<td>Design and adopt five- year data production calendar for both National and Sub-national Statistical Agencies</td>
<td>102,817</td>
<td>113,099</td>
<td>124,409</td>
<td>136,850</td>
<td>150,535</td>
<td>627,710</td>
</tr>
<tr>
<td>Administrative Data</td>
<td>Surveys (See Annex V for details)</td>
<td>719,721</td>
<td>791,693</td>
<td>870,862</td>
<td>957,948</td>
<td>1,053,743</td>
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<tr>
<td></td>
<td>Intensify ICT application in various stages of statistical survey, census and Administration record compilation, State CPI, Inflation &amp; GDP</td>
<td>102,817</td>
<td>113,099</td>
<td>124,409</td>
<td>136,850</td>
<td>150,535</td>
</tr>
<tr>
<td></td>
<td>Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation</td>
<td>102,817</td>
<td>113,099</td>
<td>124,409</td>
<td>136,850</td>
<td>150,535</td>
</tr>
<tr>
<td></td>
<td><strong>509,999</strong></td>
<td><strong>560,999</strong></td>
<td><strong>617,099</strong></td>
<td><strong>678,809</strong></td>
<td><strong>746,690</strong></td>
<td><strong>3,113,596</strong></td>
</tr>
<tr>
<td></td>
<td>Sensitize, deploy and operationalize the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies</td>
<td>76,500</td>
<td>84,150</td>
<td>92,565</td>
<td>101,821</td>
<td>112,004</td>
</tr>
<tr>
<td></td>
<td>Develop, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium</td>
<td>127,500</td>
<td>140,250</td>
<td>154,275</td>
<td>169,702</td>
<td>186,672</td>
</tr>
<tr>
<td></td>
<td>Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.</td>
<td>102,000</td>
<td>112,200</td>
<td>123,420</td>
<td>135,762</td>
<td>149,338</td>
</tr>
</tbody>
</table>
Ensure that annual releases of key statistical products of administrative nature (e.g. State Statistical Year Book, Sector Statistics Digest, NBS Annual Abstract of Statistics, Statistical Factsheets, Nigeria Trade Summary, etc.) are achieved.

| Planning data collection and systems of management | 204,000 | 224,400 | 246,840 | 271,524 | 298,676 | 1,245,440 |
| Census exercise on Solid minerals | - | - | - | - | - | - |
| Census exercise on Telecommunication | - | - | - | - | - | - |
| Climate data of census nature | - | - | - | - | - | - |
| Compilation of Energy Statistics and Environment Surveys | - | - | - | - | - | - |
| Spot check activities | - | - | - | - | - | - |
| Periodic PITT monitoring and on the spot payments+B44 | - | - | - | - | - | - |
| Assets inventory valuation of Adjustment | - | - | - | - | - | - |
| Periodic evaluation, reporting, auditing, and project clinic exercise. | - | - | - | - | - | - |
| **Total** | **14,623,580** | **16,085,938** | **17,694,532** | **19,463,984** | **21,410,384** | **89,278,418** |
## BUDGET ESTIMATE FOR MDAs 2017 – 2021 USD

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Activities</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>7,869,613</td>
<td>8,656,574</td>
<td>9,522,232</td>
<td>10,474,455</td>
<td>11,521,899</td>
<td>48,044,773</td>
</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Permanent Secretaries, Director Generals and Directors Statistical Advocacy</td>
<td>136,650</td>
<td>150,315</td>
<td>165,347</td>
<td>181,881</td>
<td>200,069</td>
<td>834,262</td>
</tr>
<tr>
<td></td>
<td>workshops</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Publicity of NBS, the National Statistical System (NSS) and Federal Ministries, Departments and Agencies (MDAs)</td>
<td>191,310</td>
<td>210,441</td>
<td>231,485</td>
<td>254,634</td>
<td>280,098</td>
<td>1,167,968</td>
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<tr>
<td></td>
<td>Corporate Image Enhancement Activities</td>
<td>163,980</td>
<td>180,378</td>
<td>198,416</td>
<td>218,257</td>
<td>240,085</td>
<td>1,001,116</td>
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<tr>
<td></td>
<td>Activities on Professional Presence</td>
<td>7,377,673</td>
<td>8,115,440</td>
<td>8,926,984</td>
<td>9,819,683</td>
<td>10,801,650</td>
<td>45,041,430</td>
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</tr>
<tr>
<td><strong>Organization and Institutional Development</strong></td>
<td></td>
<td>575,146</td>
<td>632,660</td>
<td>695,926</td>
<td>765,519</td>
<td>842,068</td>
<td>3,511,319</td>
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<tr>
<td></td>
<td>Institutionalization of Quality Management Techniques, Principles and Practices</td>
<td>115,029</td>
<td>126,532</td>
<td>139,185</td>
<td>153,104</td>
<td>168,414</td>
<td>702,264</td>
</tr>
<tr>
<td></td>
<td>Restructuring &amp; Professionalization activities</td>
<td>115,029</td>
<td>126,532</td>
<td>139,185</td>
<td>153,104</td>
<td>168,414</td>
<td>702,264</td>
</tr>
<tr>
<td></td>
<td>Coordination, Collaboration and Cooperation Programmes Development and Operationalization</td>
<td>172,544</td>
<td>189,798</td>
<td>208,778</td>
<td>229,656</td>
<td>252,619</td>
<td>1,053,395</td>
</tr>
<tr>
<td>Human Resource Development</td>
<td>Professional Ethics, Fundamental Principles institutionalization of best practices activities and programmes</td>
<td>172,544</td>
<td>189,798</td>
<td>208,778</td>
<td>229,656</td>
<td>252,619</td>
<td>1,053,395</td>
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<tr>
<td></td>
<td>Development and Operationalization of activities related to assessment of Training needs and Five Years Training programmes</td>
<td>956,714</td>
<td>1,052,385</td>
<td>1,157,624</td>
<td>1,273,386</td>
<td>1,400,723</td>
<td>5,840,832</td>
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<tr>
<td></td>
<td>Training: <em>(See Annex V for details)</em></td>
<td>191,343</td>
<td>210,477</td>
<td>231,525</td>
<td>254,677</td>
<td>280,144</td>
<td>1,168,166</td>
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<td></td>
<td>765,371</td>
<td>841,908</td>
<td>926,099</td>
<td>1,018,709</td>
<td>1,120,580</td>
<td>4,672,667</td>
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<tr>
<td>Infrastructure</td>
<td></td>
<td>1,023,999</td>
<td>1,126,399</td>
<td>1,239,039</td>
<td>1,362,943</td>
<td>1,499,238</td>
<td>6,251,618</td>
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<tr>
<td></td>
<td>Identification, acquisition and deployment of office/Training facilities and equipment <em>(See Table 4.3 for details)</em></td>
<td>330,322</td>
<td>363,354</td>
<td>399,690</td>
<td>439,659</td>
<td>483,623</td>
<td>2,016,648</td>
</tr>
<tr>
<td></td>
<td>Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination <em>(See Table 4.3 for details)</em></td>
<td>110,108</td>
<td>121,118</td>
<td>133,230</td>
<td>146,553</td>
<td>161,209</td>
<td>672,218</td>
</tr>
<tr>
<td></td>
<td>Design, construction, upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureaus <em>(See Table 4.3 for details)</em></td>
<td>33,032</td>
<td>36,336</td>
<td>39,969</td>
<td>43,966</td>
<td>48,362</td>
<td>201,665</td>
</tr>
<tr>
<td></td>
<td>Provide specification and procure adequate project vehicles, Motor cycles, Life jackets and Aprons <em>(See Annex V for details)</em></td>
<td>550,537</td>
<td>605,591</td>
<td>666,150</td>
<td>732,765</td>
<td>806,040</td>
<td>3,361,083</td>
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</tr>
<tr>
<td>Programmes design and implementation towards IT literacy rate enhancement across the NSS</td>
<td>97,157</td>
<td>106,873</td>
<td>117,560</td>
<td>129,316</td>
<td>142,250</td>
<td>593,156</td>
<td></td>
</tr>
<tr>
<td>Procure, install and conduct content Management Workshops for all IT application</td>
<td>38,863</td>
<td>42,749</td>
<td>47,024</td>
<td>51,727</td>
<td>56,900</td>
<td>237,263</td>
<td></td>
</tr>
<tr>
<td>Design and deploy appropriate ICT architecture for effective data streaming across Federal and State government statistical agencies to avoid problems inherent in the use of multiplicity of non-compatibility</td>
<td>58,294</td>
<td>64,124</td>
<td>70,536</td>
<td>77,590</td>
<td>85,350</td>
<td>355,894</td>
<td></td>
</tr>
<tr>
<td>Continuous system and application upgrade to avoid generation gap in data management and the release of NSS-ICT policy document</td>
<td>194,315</td>
<td>213,746</td>
<td>235,121</td>
<td>258,633</td>
<td>284,495</td>
<td>1,186,310</td>
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</tr>
<tr>
<td>Total</td>
<td>377,055</td>
<td>414,760</td>
<td>456,236</td>
<td>501,860</td>
<td>552,045</td>
<td>2,301,956</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data Development</th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Data integrity and data quality enhancement programmes/activities</td>
<td>83,292</td>
<td>91,621</td>
<td>100,783</td>
<td>110,861</td>
<td>121,949</td>
<td>508,506</td>
</tr>
<tr>
<td>Adoption and implementation of National, MDAs, Sector, State, Data release Calendar</td>
<td>62,469</td>
<td>68,716</td>
<td>75,587</td>
<td>83,146</td>
<td>91,458</td>
<td>381,376</td>
</tr>
<tr>
<td>Data Dissemination</td>
<td>Development and update of National StatisticalDirectories of major sectors to support scientific statistical surveys and sample censuses.</td>
<td>104,115</td>
<td>114,526</td>
<td>125,979</td>
<td>138,577</td>
<td>152,434</td>
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<tr>
<td></td>
<td>Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogue.</td>
<td>127,179</td>
<td>139,897</td>
<td>153,887</td>
<td>169,276</td>
<td>186,204</td>
</tr>
<tr>
<td></td>
<td>upgrading, maintain and deploy online and offline dissemination systems.</td>
<td></td>
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<tr>
<td></td>
<td>Track, analyze and profile Users of Statistics by purpose, type and occupational groups.</td>
<td>93,339</td>
<td>102,673</td>
<td>112,940</td>
<td>124,234</td>
<td>136,659</td>
</tr>
<tr>
<td></td>
<td>Disseminate Statistical products in collaboration with the media and conduct media education workshops.</td>
<td>93,339</td>
<td>102,673</td>
<td>112,940</td>
<td>124,234</td>
<td>136,659</td>
</tr>
<tr>
<td></td>
<td>Engage in micro data dissemination as dictated in the micro data dissemination policy document.</td>
<td>62,226</td>
<td>68,449</td>
<td>75,294</td>
<td>82,823</td>
<td>91,106</td>
</tr>
<tr>
<td>Survey (in collaboration with NBS)</td>
<td>Design and adopt five-year data production calendar for both National and Sub-national Statistical Agencies.</td>
<td>27,777</td>
<td>30,554</td>
<td>33,610</td>
<td>36,971</td>
<td>40,668</td>
</tr>
<tr>
<td></td>
<td></td>
<td>277,764</td>
<td>305,540</td>
<td>336,095</td>
<td>369,704</td>
<td>406,675</td>
</tr>
<tr>
<td>Administrative Data</td>
<td>Surveys (See Annex -- for details)</td>
<td>194,434</td>
<td>213,878</td>
<td>235,266</td>
<td>258,792</td>
<td>284,671</td>
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</tr>
<tr>
<td>Intensity ICT application in various stages of statistical surveys, censuses and Administration records compilation.</td>
<td>27,777</td>
<td>30,554</td>
<td>33,610</td>
<td>36,971</td>
<td>40,668</td>
<td>169,580</td>
</tr>
<tr>
<td>Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation.</td>
<td>27,777</td>
<td>30,554</td>
<td>33,610</td>
<td>36,971</td>
<td>40,668</td>
<td>169,580</td>
</tr>
<tr>
<td>Administrative Data</td>
<td>509,999</td>
<td>560,999</td>
<td>617,099</td>
<td>678,809</td>
<td>746,691</td>
<td>3,113,597</td>
</tr>
<tr>
<td>Revise and upgrade the Compendium of Statistical terms, Concepts, Definitions and Methodologies.</td>
<td>76,500</td>
<td>84,150</td>
<td>92,565</td>
<td>101,821</td>
<td>112,004</td>
<td>467,040</td>
</tr>
<tr>
<td>Develop, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium.</td>
<td>127,500</td>
<td>140,250</td>
<td>154,275</td>
<td>169,702</td>
<td>186,670</td>
<td>778,397</td>
</tr>
<tr>
<td>Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.</td>
<td>102,000</td>
<td>112,200</td>
<td>123,420</td>
<td>135,762</td>
<td>149,338</td>
<td>622,720</td>
</tr>
</tbody>
</table>
Ensure that annual releases of key statistical products of administrative nature (e.g. State Statistical Year Books, Sector Statistics Digest, NBS- Annual Abstract of Statistics, Statistical Factsheets, Nigeria Trade Summary, etc.) are achieved.

| Planning data collection and systems of management. | - | - | - | - | - | - |
| Census exercise on Solid minerals. | - | - | - | - | - | - |
| Census exercise on Telecommunication. | - | - | - | - | - | - |
| Climate data of census nature. | - | - | - | - | - | - |
| Compilation of Energy Statistics and Environment Surveys. | - | - | - | - | - | - |

| Spot- check activities. | - | - | - | - | - | - |
| Periodic PITT monitoring & on the spot payments+B44. | - | - | - | - | - | - |
| Assess inventory valuation of Adjustment. | - | - | - | - | - | - |
| Periodic evaluation, reporting, auditing, and project clinic exercise. | - | - | - | - | - | - |

| **Total** | 12,601,180 | 13,861,297 | 15,247,428 | 16,772,171 | 18,449,384 | 76,931,460 |
ANNEX IV
CHARACTERISTICS OF THE NATIONAL STATISTICAL SYSTEM

Introduction:
A NSS is assessed on the basis of its achievements and characteristics. These are expressed in terms of its adherence to the fundamental principles of official statistics, its leadership and management traits, the legal framework as foundation of its operations, its shared vision, strategic direction, user-producer interaction and focus, robustness and dynamism, quality and scope of its products, its flexibility and versatility, data and information management infrastructure and flow channels, structures for coordination, collaboration, networking and information sharing, its ability to exploit its strengths and opportunities for greater performance and overcome its weaknesses and threats.

Furthermore, a good NSS ought to be functional, credible, effective and efficient, making optimum use of available resources and achieving its mission goals at minimum cost. Such a system identifies the following among its achievements:
• Raise profile of statistics and make them visible in government and society.
• Advocate for statistics by making a general case for its importance in the process of governance. Facilitating better decision-making and hence assisting faster growth and more effective poverty reduction.
• Promote a culture of evidence-based planning and decision-making.
• Provide good quality statistics according to internationally-recognized quality dimensions of relevance, completeness, consistency, coherence, accuracy, timeliness, specificity and adequate disaggregation.
• Make statistics readily accessible and usable to a whole range of data users.
• Mobilize and properly use national and international resources for statistics.
• Promote coordinated investment in developing statistical capacity.
• Create demand for statistics.

(i) The NSS and 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). These principles with which the NSS should be compliant include:
• independence of the NSS [to protect the credibility and integrity of official statistics].
• relevance [appropriateness or comprehensiveness of statistical products].
• credibility [professionalism, transparency and ethical standards that help to create a brand name and define independence and separation from pernicious political influence].
• maintain respondent relations [covering suppliers, including private sector, and users of statistics and involve promoting the use of statistics to policy-makers and profiling statistical products to the public].
• regulate the NSS framework [laws, regulations and measures under which the NSS and statistical system operate shall be made public].
• protection of the statistical profession. The NSS shall comment on and correct erroneous interpretations and misuse of statistics. It shall seek further legal
framework for recognition and protection of the profession and for regulation of statistical practice

- guaranteeing the confidentiality of individual information
- ensuring best practices and highest professional standards are applied in presenting statistical information.
- ensure transparency of sources and methods employed to produce data.
- ensuring a well-defined dissemination policy that provides information prior to publication release calendar and simultaneous release of data (principle of equal access to data) to all users.

(ii) Legal Framework

It is generally agreed internationally that a binding statistical legislation is a fundamental pre-requisite for an effective statistical system. A strong legal base is also central to the protection of confidentiality and assurance of impartiality of official statistics. In very poor countries, the role of statistical legislation in the production and dissemination of official statistics is particularly critical. Minimal requirements of such legislation should:

a) list the functions of the statistical system, including dissemination and publication of statistics as required for economic and social policy-making, and to satisfy the essential requirements of domestic and international users.
b) provide the legal power to collect information and spell out corresponding penalties for violations.
c) establish professional independence of the statistical system from political interference.
d) ensure confidentiality of information provided by individual entities.
e) provide the coordination of statistical activities.
f) provide for the establishment of a National Statistical Office (NSO) and the NSS.

The Statistics Act, 2007 addresses all these concerns.

(iii) Shared Vision

An effective NSS should have a vision and mission. The vision and mission should be well-defined, clear statements shared among stakeholders in the system. The statements should inspire, energize, motivate and galvanize organizations in the NSS. They should be well known to and acceptable to personnel in key stakeholder-institutions.

(iv) Strategic Direction

A NSS should have strategic direction, with goals that define the overall accomplishments to be achieved within a defined time period. The strategic objectives should be Specific, Measurable, Achievable, Relevant and Time-Bound (SMART). The NSS should also have strategies or overall methods for achieving the strategic goals and milestones towards the goals. Associated with strategies is need for a comprehensive and unified framework to mobilize, harness and leverage resources (national and international) as well as a framework for creation of quality awareness and enhancement.
(v) User-Focused and User-Driven
It is important that an NSS is user/demand-focused and driven; that is, established to meet national information needs for monitoring development – in particular, poverty reduction, good governance and accountability. A user-driven NSS requires, *inter alia*, that the system identifies:

- Who the main users are.
- What data and information they require.
- The form in which they require the data and information.
- What they use the data and information for.
- Data and information gaps, and effective responses to fill them.

While the system should also provide statistical information to meet international needs, statistical activities and programmes should not be donor-driven. They should be nationally conceived, owned and [to the extent possible] funded. The national government should appreciate that statistical development is sustained and see it as a long-term process that requires investment. That way, the system has prospects for sustainability.

(vi) Robust and Dynamic System
A NSS should be robust and dynamic so that it can meet main data needs of the country, be able to assess current and future demands and efficiently respond to the emerging issues such as:

- Democratization
- Decentralization
- Human rights
- Transparency and Accountability i.e. corruption
- Gender Issues
- New Development Indicators (including Poverty, HIV/AIDS, MDGs etc.).

(vii) Effective Leadership and Management
For the system to be more efficient and better understood, it needs effective leadership. In particular, it requires a leadership that embodies and promotes professionalism, and articulates the vision and mission of the system.

A well-focused, well-resourced, robust and responsive national statistical office like the NBS is essential for providing the aforementioned leadership. The NSO needs to be able to advocate the use of statistics and the importance of the NSS to the development of the country. It needs to have an appropriate structure and culture to enable effective leadership and utilization of resources.

The NSO must manage effectively, relationships with other participants within the system and have the technical expertise and organizational systems and capability to perform its role. This is the type of leadership expected of the NBS as the coordinator of the Nigerian NSS. It goes without saying that the NSO must itself be headed by a firm and focused leader.

(viii) Coordination, Collaboration, Networking and Information Sharing
An effective NSS should have well-established, formal and institutionalized
arrangements for coordination and collaboration among key institutions in the system. There should also be a developed culture of networking and information sharing among stakeholders in the NSS. The Coordination, collaboration, networking and information sharing in the NSS are essential for the:

- Prevention of duplication of efforts which often leads to inconsistent data and wasteful utilization of resources.
- Achievement of synergy and cost-effectiveness in utilization of resources.
- Avoidance of working at cross-purposes, non-complementary work and unhealthy rivalry.
- Production of higher quality data.

Different forms of coordination and collaboration are desirable, and they include:

* Coordination/collaboration among data producers: This involves horizontal and vertical coordination among institutions to ensure they cease to be fortified “silos” or autonomous operators and that they engage in complementary work, with the NSO as a point of reference; and technical coordination to ensure data from different institutions are mutually consistent or, at the very least, comparable. The use of Memoranda of Understanding (MOU) among producers will enhance collaboration and coordination.

* Technical coordination should also address issues related to harmonizing different data sources and combining quantitative and qualitative data, especially in poverty monitoring. Technical coordination is generally achieved through a service-wide, adoption of standardized concepts, definitions and classifications. It can also be achieved through common training programmes for data collectors and compilers.

* Process coordination is very essential to achieving a coordinated set of programmes among the producers and collaboration in data production and data dissemination.

* Coordination/collaboration between data users and producers is aimed at main-streaming users into the system so they can play proactive and up-stream roles in the development of national statistics. In order to ensure that data users are clearly identified and ensuring that their real needs are continually assessed and synthesized, it is important that platforms are in place to enable continuous dialogue between them and data producers.

* Coordination/collaboration is also vital 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 enquiries, especially among establishments. It is important that data producers should develop appropriate policies to guide relationships with respondents. They also need to enhance suppliers' appreciation of the essence of data required, and to give them assurances including those of confidentiality.

* Coordination/collaboration between producers and research and training institutions is crucial to ensure that the NSS is supplied with trained statistical
personnel and that more definitive analysis of data can be carried out; leading to evidence-based policies and decisions. Coordination will also enable improvements in the quality of data through feed-backs from data analysts.

* There is the need for effective coordination within the NSS. The system is complex, and reflects the Federal structure of the country, its multi-tier system of government, its size, and its socio-cultural diversity. There is a proliferation of statistics producing agencies and statistical activities. Therefore, the NSS shall demand respect for the coordinating status of the National Bureau of Statistics, being the statutory head of the system. The NSS shall ensure that it is effectively coordinated to achieve consistency and efficiency in statistical production, management, dissemination and use.

(ix) Data Quality
There is broad consensus in the international statistical community on the essence of data quality which includes the following:

- The enhancement of data credibility.
- A multi-dimensional concept that goes beyond the traditional view that equates quality with accuracy.

The International Monetary Fund [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 quality of data. The quality dimensions are:

- **Integrity** that encompasses the institutional foundations in place to ensure professionalism in statistical policies and practices, transparency and ethical standards.
- **Methodological soundness** which requires that the methodological basis for the production of statistics be sound and provide for its attainment through adherence to international standards and guidelines.
- **Accuracy** and reliability relate 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 constitute the most sought-after quality dimension.
- **Serviceability** requires that data are produced and disseminated timely and regularly. Such data must provide relevant information and be consistent internally and externally with other data sets. There must be a predictable revision policy. Serviceability is also of great interest to the users.
- **Accessibility** relates to the need to ensure that clear data and meta-data (information about data) are easily available, and assistance to users of data is adequate.

(x) Data and Information Management and Flow
In an efficient NSS, statistical data and information should be well managed, readily accessible and usable for generating knowledge about issues, and helping in decision-making. In particular, there should be a smooth flow of data and information into the national decision-making and planning apparatus to support critical decision-making process of government. Hence, different types of statistical data and information (quantitative and qualitative) should be pooled into purpose-designed
data base, data bank (data warehouse), properly analyzed and information disseminated to prospective users.

**State of Demand for Data**

As indicated earlier, it is important that the NSS is demand-focused and driven; that is, established to meet national information needs for monitoring national development -- in particular, poverty reduction, good governance and accountability. However, the needs are there but usually have not been adequately made by the users who are yet to use statistics sufficiently.
# Annex V

## Proposed Budget for Facilities & Training and Surveys & Censuses

### NBS Under NSDS 2017 – 2021 in USD

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## Training Courses

- **Survey Management**
- **Gender Statistics**
- **GDP/CPI Computation**
- **Macro-Economic Modeling and Accounting**
- **Trade and Balance of Payment**
- **M-Soft Application using MS Office, Advanced SPSS etc.**
- **SQL and Oracle**
- **Web Management and Network**
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**Courses for Skill Development**

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**Academic Courses**

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### PhD in Statistics
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### PhD in Computer Science
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- Total: 3,622

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### STATE BUREAU OF STATISTICS (SBS) UNDER NSDS 2017 – 2021 IN USD

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### Training Courses

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**Courses for Skill Development**

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**Training Courses**

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**MDAs UNDER NSDS, 2017 – 2021 IN USD**
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**Courses for Skill Development**
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# Proposed Cost of Surveys and Censuses for NSDS, 2017 – 2021 in USD

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**Grand Total**: USD65,178,515
ANNEX VI

TERMS OF REFERENCE

SUPPORT TO FEDERAL GOVERNANCE REFORM PROGRAMME (SUFEGOR)

BUREAU OF PUBLIC SERVICE REFORM NATIONAL BUREAU OF STATISTICS

TERMS OF REFERENCE

FOR THE RECRUITMENT OF SHORT-TERM EXPERTS

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<td>REVIEW OF THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) IN NIGERIA (2017-2021)</td>
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| Expertise required | 2 Senior Experts in Statistics & Statistics Strategy  
2 Junior Experts in Statistics & Statistics Strategy |

1. Background

The SUFEGOR Project is to help the National Bureau of Statistics, established in 2007 by the Statistics Act 2007 of the National Assembly and charged with the responsibility to protect and enhance the integrity and impartiality of official statistics, exercise professional independence in the way it collects, processes, analyses, and reports and disseminates statistical information. The Bureau is the main National agency responsible for the development and management of official statistics, the authoritative source and custodian of official statistics in Nigeria.

Specifically, the agency is charged with (a) coordination of the National Statistical System (NSS); (b) advising the Federal, State and Local Governments on all matters related to statistical development; (c) developing and promoting use of statistical standards and appropriate methodology in the National Statistical System; (d) collecting, compiling, analysing, interpreting, publishing and disseminating statistical information alone or in collaboration with other agencies, both governmental and nongovernmental agencies; (e) developing and maintaining a comprehensive socio-economic database; (f) providing a focal point of contact with international agencies on statistical matters;
and (g) fulfilling all other functions relating to statistics which the federal government may entrust to it.

The need to transform the Nigerian Statistical System (NSS) for effective statistical delivery has been an issue of major concern to all successive Governments. As part of efforts to achieve this, a comprehensive National Strategy for the Development of Statistics (NSDS) was produced to span from 2010-2014 sequel to the successful implementation of the National Statistical Master Plan (NSMP). The NSDS was designed to provide mechanisms for a holistic reform of the Nigerian Statistical System (NSS) which will ensure an integrated, unified data production system. The NSDS is intended to cover the entire NSS bringing together all agencies involved in data production across the three tiers of government. It was to include, engage and involve major statistical stakeholders as well as policy makers at the Federal MDAs, State and Local Government levels; and also attempt to integrate the statistical strategies and master plans for the national and sub-national governments. The NSDS did not only serve as a comprehensive effort to present an assessment of the status of the NSS, but helped to address the strategic issues implemented over the 5-year period.

The review of the NSDS will provide an opportunity for further strengthening of the National Statistical System and closing the gaps that still exist from the NSMP and the most recent version of NSDS. The review of the NSDS will be in an inclusive manner to provide a unified framework for addressing the immediate and remote challenges still faced at various stages of the statistical system. The reviewed NSDS is expected to integrate NV 20:2020, MDGs and other development initiatives included in the Sector Strategic Plans for Statistics (SSPS) which are being developed as building blocks under SUFEGOR.

2. General Objective
The objective of the consultancy is to undertake an independent, critical and in-depth review/assessment of the National Strategy for the Development of Statistics (NSDS), with a view to updating the Strategy to cover the period 2017 to 2021.

3. Specific Objective
The purpose of the assignment is to establish a comprehensive view of the implementation of the NSMP (2005-2009) and NSDS (2010-2014), through the findings, update the NSDS to cover the period 2017 to 2021, share and discuss it with all stakeholders. It will be composed of a base line as at the end of 2014, and a diagnosis and preliminary vision for the country as a whole and for each level of government.

The assignment will start by the establishment of a base line of the statistical system of the country as at the end of 2014. This will cover the statistical data being produced in every domain (national, sector and state); the resources allocated to producing activities; the levels of satisfaction of the major users, whether national, sector, state or international; the ongoing programmes, the already planned surveys and censuses operations, the commitments to and from external partners, etc.
4. Scope of Work
The expert(s) will be recruited to work closely with the National Bureau of Statistics (NBS) as well as the MDAs and State Statistical Agencies. The coverage of the assignment shall include among other areas, the following:

i. Assessment of the various aspects of the National Statistical Systems (NSS) including legal frameworks, institutional structures, dissemination policies, outputs, etc. The assessment of the legal framework for official statistics will include: review of Statistics Law and other related legislation, decisions and directives on statistics. This assessment will identify gaps between existing legislation and acknowledged best practices (e.g., application of the Fundamental Principles of Official Statistics) and identify and evaluate the economic, political, legal and technological environment.

ii. Assessment of the system and quality of monitoring and evaluation of programs and projects under the NSMP and NSDS.

iii. Assessment of user needs and satisfaction levels, including the design of the assessment approach and instruments. Consultations and discussions with users should establish, among others: how they use statistics; availability of statistics required and how they may have been constrained by lack of adequate statistics. Determination of adequacy of existing statistics will be assessed in terms of relevance, accuracy, consistency, completeness, timeliness, level of disaggregation and accessibility.

iv. Further to the above, assessment of the existing and planned outputs of the National Statistical Systems with particular attention to the priority areas of sectorial and regional statistics vis-a-vis user needs analyses, including selection and customization of applicable assessment tools (GDDS, SDDS, DQAF).

v. Assessment of other specific topics as may be identified by the Stakeholders such as coordination, advocacy and funding of statistics.

Specifically, the updated strategy should include:

(i) The establishment of mechanism for consultation with all stakeholders in the statistical system, either at sector, state or national level, including producers, users and providers of statistics.

(ii) An assessment of the current status of the system from the user perspective and taking account of existing improvement programmes.

(iii) A vision, setting out an agreed statement of what governments and other stakeholders want from the statistical system at some point in the future (a statement of where statistics should be).

(iv) An indication of options on what strategic actions are required to overcome the constraints and achieve the visions, including prioritization of actions.
Develop a detailed action plan with a timetable and a financing plan to put these strategic actions into effect in order to achieve the desired results.

Identify mechanisms to monitor progress, including indicators and reporting to inform the updating and adaptation of the strategy.

Close the gaps and attend to observed weaknesses in the implementation of the last NSDS in the following areas:

a. Providing complete, accurate, and up-to-date statistical information,
b. Coordination, integration, synchronization, and standardization of statistical activities to create qualified, effective, and efficient National Statistical System,
c. Improve human resources capability so as to strengthen professionalization, and staff capability to deal with science and information technology involved in statistical activities.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Senior Experts working days</th>
<th>Junior Experts working days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1: Develop detailed activity plan on the assignment for discussion with in-house Committee (Roadmap) – 2 Senior Experts</strong></td>
<td>3 days</td>
<td></td>
</tr>
<tr>
<td><strong>Phase 2: Evaluation of implementation of previous strategies – 4Experts</strong></td>
<td>10 days</td>
<td>10 days</td>
</tr>
<tr>
<td>• Evaluation of the implementation of the National Statistical Master Plan (2005-2009)</td>
<td>4 days</td>
<td>4 days</td>
</tr>
<tr>
<td>• Evaluation of the implementation of the National Strategy for the Development of Statistics (NSDS, 2010-2014)</td>
<td>3 days</td>
<td>3 days</td>
</tr>
<tr>
<td>• Draft Report on findings based on evaluation carried out</td>
<td>3 days</td>
<td>3 days</td>
</tr>
<tr>
<td><strong>Phase 3: Assessment of the Current Status of the National Statistical System (NSS) – 4Experts</strong></td>
<td>10 days</td>
<td>10 days</td>
</tr>
<tr>
<td>• Review of governance structures including legal, institutional and organizational setup</td>
<td>2 days</td>
<td>2 days</td>
</tr>
<tr>
<td>• Assess staffing and skills, and development of a training plan</td>
<td>1 day</td>
<td>1 day</td>
</tr>
<tr>
<td>• Assess statistical infrastructure including the quality and use of appropriate sampling frames, sample methodology,</td>
<td>1 day</td>
<td>1 day</td>
</tr>
</tbody>
</table>
geographical information systems, and use of ICT

<table>
<thead>
<tr>
<th>Phase 4: Envisioning phase, strategic goals setting– 4 Experts</th>
<th>10 days</th>
<th>10 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assess quality and availability of key indicators in main statistical domains</td>
<td>5 days</td>
<td>5 days</td>
</tr>
<tr>
<td>• Draft Report on assessment of current status of the NSS</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 5: Development of action plans and budgets– 2 Senior Experts</th>
<th>15 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Design of the strategy including overall vision, mission, strategic goals and linkages</td>
<td>4 days</td>
</tr>
<tr>
<td>• Draft Update of the NSDS document</td>
<td>6 days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 6: Endorsement and adoption of strategy– 2 Senior Experts</th>
<th>5 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organise consultations with stakeholders (users, producers, financiers) on the draft NSDS</td>
<td>2 days</td>
</tr>
<tr>
<td>• Prepare reports of the consultations with stakeholders</td>
<td>2 days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finalize NSDS Report for Management</th>
<th>1 day</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>53 working days per senior expert</th>
<th>40 working days per junior expert</th>
</tr>
</thead>
</table>

5. Methodology

The Experts will take into account the current status of the NSDS in the affected agencies and review the Strategy in collaboration with the staff of NBS and other agencies where
necessary. The consultative team will comprise staff of NBS, staff selected from Sector/MDAs in the study, the SUFEGOR Key Expert resident in NBS.

The Experts will take into account the needs that will be suggested by relevant Stakeholders and use such as inputs into the Strategy. In collaboration with the NBS staff, the Experts will prepare the calendar of visits to the relevant MDAs and States and the output of the consultations will be presented at a Forum of relevant Stakeholders.

6. Deliverables
   a) An Inception Report after the first visit to the National Bureau of Statistics within 5 days after the commencement of the assignment
   c) Submission of Draft Report on the Assessment of the Current Status of the NSS within 30 days of commencement of assignment
   d) Draft NSDS Report for in-house discussion within 42 days of commencement of assignment
   e) Draft Power Point Presentation on the Update NSDS for stakeholders within 45 days of commencement of assignment
   f) Organise stakeholders’ workshop for the discussion and validation of the Update NSDS (2017-2021) within 48 days of commencement of assignment.

7. Expertise and Qualifications

The experts shall possess the following requirements:

A: Senior experts (53 working days)
   i) A Masters or Ph.D. degree in Statistics, Economics, related fields or experience
   ii) A minimum of ten (10) years’ work experience in statistics
   iii) At least five (5) years working experience on the development of an NSDS, SDDS or similar documents from other developing country experiences.

B: Junior experts (40 working days)
   i) A Masters’ degree in Statistics, Economics, related fields or experience
   ii) A minimum of five (5) years’ work experience in statistics
   iii) At least three (3) years working experience on the development of an NSDS, SDDS or similar documents from other developing country experiences.
Other Qualifications

a) An understanding of and preferably working experience with legal documents on
   the production of Official Statistics, etc.

b) Extensive knowledge of the Nigerian Statistical System and the statistical
devolution strategies

c) Good analytical, writing and presentation skills

d) Proven leadership, teamwork and interpersonal skills; ability to work under high
   pressure would be an asset

e) Proven experience in working with the international organizations on Statistics
   Strategy is an asset.

8. Duration of Mission and Timeline

The regular place of posting of the mission is Abuja, Nigeria. The experts will be required
to visit some pilot states including Enugu, Anambra, Bauchi, Kaduna, Niger, Kwara and
Lagos in order to accommodate issues affecting the State Statistical Systems.

As per the Terms of references of the Technical Assistance for the Implementation of the
Support to Federal Governance Reform Programme (SUFEGOR), travel costs and
subsistence allowances for missions outside the normal place of posting (Abuja, Nigeria)
will be covered by incidental expenditures.

Daily subsistence costs will be reimbursed for missions foreseen in these terms of reference
or approved by the Contracting Authority, and carried out by the contractor’s authorised
experts, entailing overnight stays outside the expert’s normal place of posting. Any
subsistence allowances to be paid for missions undertaken as part of this contract must
not exceed the per diem rates published on the website:

http://ec.europa.eu/europeaid/work/procedures/index_en.htm at the start of each
such mission.

The per diem is a flat-rate sum covering daily subsistence costs. These include
accommodation, meals, tips and local travel, including travel to and from the airport.
Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of
the number of nights spent on site by the experts for missions carried out outside the
expert's normal place of posting (Abuja, Nigeria).

The Timeline for the Assignment is as follows:

| Total Man-Days: Senior Expert | 106 days |
| Total Man-Days: Junior Expert | 80 days |
| Assignment Starts: | June 01, 2015 |
| Assignment Ends: | August 06, 2015 |

I. 8. Reporting
For effective and efficient delivery of the assignment, the Experts shall be reporting to the Head of Department of the Corporate Planning and Technical Coordination (CPTC) of the National Bureau of Statistics who oversees the Project implementation. The HOD (CPTC) with the support of the SUFEGOR Key Expert resident in NBS would scrutinize all Reports submitted and forward same to the Statistician General (SG) who is the Project Director.

All the reporting will be done in English Language.
ANNEX VII

ASSESSMENT OF DATA PRODUCERS, DATA USERS AND INTERACTIVE GROUP QUESTIONNAIRES

NATIONAL BUREAU OF STATISTICS

This questionnaire is to assess the status and needs of the NBS. Please complete this questionnaire truthfully and expeditiously as the result will be used in preparing the National Strategy for Development of Statistics (NSDS).

1. Name and Address of Organization
                                                                                                                                     
2. Statistical Environment

2.1 Is the National Bureau of Statistics (NBS) a Government Department?  Yes  No

2.2 Is the NBS self-accounting i.e. does it receive funds from government and account for spending them as opposed to a government ministry procuring all services and supplies for it?  Yes  No

2.3 Compared to Government Departments, how high is the post of Head of the National Bureau of Statistics?

Permanent Secretary  Under-Secretary  Head of Department (e.g. Department of Health

2.4 When was the Statistics Law passed by National Assembly?  ....................

2.5 Is the Statistics Law sufficiently conducive to the operations of the NBS?  Yes  No

2.6 Have you had problems applying the Statistics Law?  Yes  No

2.7 If yes, what were the problems?

2.8 How do you rate the profile of statistics in the country?  High  Not so high  Low
2.9 List coordination mechanisms that exist in the country?

…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………
…………………………………………………………………………………………………………

2.10 On the basis of Q2.9, how do you rate the coordination of the National Statistical System?

[Enter 4: for highly developed, 3: for developed, 2: for largely underdeveloped and 1: for underdeveloped]

2.11 How do you rate donor coordination in the country? (use codes in 2.10)

2.12 Which of the following mechanisms have you used to promote statistical awareness in the country? (tick as appropriate)

<table>
<thead>
<tr>
<th>Mechanisms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa Statistics Day celebrations</td>
</tr>
<tr>
<td>User-producer workshops</td>
</tr>
<tr>
<td>Special workshops/seminars for policy makers</td>
</tr>
<tr>
<td>Special workshops/seminars for parliamentarians</td>
</tr>
<tr>
<td>Media workshops</td>
</tr>
<tr>
<td>Feature articles in national newspapers</td>
</tr>
<tr>
<td>Airing TV documentaries on statistical activities</td>
</tr>
</tbody>
</table>

2.13 Is your Office Accommodation adequate? Yes ☐ No ☐

2.13.1 If No, specify further needs

…………………………………………………………………………………………………………

3. Knowledge of national development processes and international standards
3.1 Are key professional staff familiar with the following national development processes?

(Tick as appropriate)

<table>
<thead>
<tr>
<th>Development framework</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEEDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millennium Development Goals (MDGs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Development Plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Strategy for the Development of Statistics (NSDS)</td>
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<td></td>
</tr>
</tbody>
</table>

3.2 Are key professional staff familiar with the following regional and international guidelines/systems?

(Tick as appropriate)

<table>
<thead>
<tr>
<th>Regional and International Guidelines/Systems</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addis Ababa Plan of Action for Statistical Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundamental Principles of Official Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Data Dissemination System (GDDS)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Capacity

4.1 Sources of funds for statistical work

<table>
<thead>
<tr>
<th>Year</th>
<th>Government (Currency…………..)</th>
<th>Donors (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approved</td>
<td>Released</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
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<tr>
<td>2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.2 Who have been the main donors? (list them)
### 4.3 Staffing situation

#### 4.3.1a What is your staff strength?

<table>
<thead>
<tr>
<th>Staff Category</th>
<th>Qualification</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistical Staff</td>
<td>(i) High Degrees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(ii) First Degrees</td>
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<td></td>
<td>(iii) HND</td>
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<td></td>
<td>(iv) OND and equivalent</td>
<td></td>
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<td></td>
<td>(v) Others</td>
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<td></td>
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<tr>
<td>ICT</td>
<td>(i) High Degrees</td>
<td></td>
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<td></td>
<td>(ii) First Degrees</td>
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<tr>
<td></td>
<td>(iii) HND</td>
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<tr>
<td></td>
<td>(iv) OND and equivalent</td>
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<tr>
<td></td>
<td>(v) Others</td>
<td></td>
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</tbody>
</table>
Support Staff

<table>
<thead>
<tr>
<th>(i) High Degrees</th>
<th>(ii) First Degrees</th>
<th>(iii) HND</th>
<th>(iv) OND and equivalent</th>
<th>(v) Others</th>
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</thead>
<tbody>
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<td><strong>TOTAL</strong></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

N.B. Attach Organogram

(b) Staff turnover (% of staff in relevant category) in the last three years:

<table>
<thead>
<tr>
<th>Type of staff</th>
<th>Staff turnover as a percentage of staff category</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2005</td>
</tr>
<tr>
<td>Professional (with degrees)</td>
<td></td>
</tr>
<tr>
<td>Sub-professional (with diplomas)</td>
<td></td>
</tr>
</tbody>
</table>
If you think you need more staff specify according to the categorization in 4

<table>
<thead>
<tr>
<th>Staff Category</th>
<th>Qualification</th>
<th>Number (Quantity)</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistical Staff</td>
<td>(i) High Degrees</td>
<td></td>
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<tr>
<td></td>
<td>(ii) First Degrees</td>
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<tr>
<td></td>
<td>(iii) HND</td>
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<td></td>
<td>(iv) OND and equivalent</td>
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<tr>
<td></td>
<td>(v) Others</td>
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<tr>
<td>ICT</td>
<td>(i) High Degrees</td>
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<td></td>
<td>(ii) First Degrees</td>
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<td>(iii) HND</td>
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<td>(iv) OND and equivalent</td>
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<td></td>
<td>(v) Others</td>
<td></td>
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</tr>
<tr>
<td>Support Staff</td>
<td>(i) High Degrees</td>
<td></td>
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<tr>
<td></td>
<td>(ii) First Degree</td>
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<td></td>
<td>(iii) HND</td>
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</tbody>
</table>
(d) What percentage of the staff in 4 can effectively use computer?

........................................................................................................................................................
........................................................................................................................................................

(e) Do you have a functional Library? Yes ☐ No ☐

If Yes, what is the area seating capacity?
........................................................................................................................................................

Do you have a qualified Librarian? Yes ☐ No ☐
4.4. Equipment: Complete the table below

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Available</th>
<th>Need</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Type</td>
<td>Type</td>
</tr>
<tr>
<td></td>
<td>Quantity</td>
<td>Quantity</td>
</tr>
<tr>
<td>i. Computer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Printers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Vehicles (including motor bike)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Prismatic compass</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. GPS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi. GIS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. Digital Cameras</td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii. LAN Internet Connectivity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.5 Survey Frame

4.5.1 Do you have business registers? e.g. commerce, industry, construction, Hotels & Restaurants etc

Yes ☐ No ☐

If yes, how regularly do you update them?

(1) Every Year
(2) Every 2 Years
(3) Every 3 Years
(4) Every 4 Years
(5) Every 5 Years
(6) No specific time frame
(7) Never updated

4.5.2 Do you have a national master sample frame? (e.g. Households; Enumeration areas)?

(1) Yes ☐
(2) No ☐
If yes, how efficient are they in Surveys applications

(a) Very Efficient
(b) Not so Efficient
(c) They need review

5. Data Sources, Management and Release

5.1 What is the main source of data you produce?

Censuses/surveys ☐    Administrative sources ☐

5.2 Do you have any backlog of unprocessed or unpublished data? Yes ☐ No ☐

5.3 Do you have a comprehensive socio-economic database? Yes ☐ No ☐
5.4 Main regular publications

<table>
<thead>
<tr>
<th>Name of Main Regular Publication</th>
<th>Frequency of publication</th>
<th>Date last published</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demographic and Social Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other regular publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statistical Abstract</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Data quality
Use the following criteria and scale to rate the data you use.
(Enter 4: for highly developed, 3: for developed, 2: for largely underdeveloped and 1: for underdeveloped)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Own-production</th>
<th>From other sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisites (statistical laws, staff level and expertise, infrastructure, Organizational focus on data quality)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrity (independence of statistical operations, culture of professional and ethical standards)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methodological soundness (international/regional standards)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. Other

7.1 List the critical training needs of the staff

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

7.2 Any further comments / suggestions

………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………
………………………………………………………………………………………………………………

8. Name of the person who completed the questionnaire.................................
   Rank ............................................................
   Signature ............................................................

THANK YOU VERY MUCH FOR YOUR COOPERATION
A. STATISTICAL CAPACITY ASSESSMENT

This questionnaire is an attempt at assessing the status and needs of the Nigerian Statistical System. Please complete this questionnaire truthfully and expeditiously as the result will be used in preparing NSDS 2017-2021.

1. Name and Address of Agency

2. Do you have State Statistical Master Plan/Sectoral Statistical Master Plan? Yes ☐ No ☐

3a. How well did you carry out statistical advocacy in your State or Ministry or Department? Extensively ☐ Haphazardly ☐ Not at all ☐

3b. Which of the following mechanisms can promote statistical awareness in the country? (rank them from 1: most effective to 4: least effective)

<table>
<thead>
<tr>
<th>Mechanism</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa Statistics Day celebrations</td>
<td></td>
</tr>
<tr>
<td>User-producer workshops</td>
<td></td>
</tr>
<tr>
<td>Special workshops/ seminars for policy makers</td>
<td></td>
</tr>
<tr>
<td>Special workshops/ seminars for parliamentarians</td>
<td></td>
</tr>
<tr>
<td>Media workshops</td>
<td></td>
</tr>
<tr>
<td>Feature articles in national newspapers</td>
<td></td>
</tr>
<tr>
<td>Airing TV documentaries on statistical activities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Main Regular Publication</th>
<th>Frequency of publications (Enter Monthly, quarterly, annually, decennially)</th>
<th>Time Lag</th>
<th>Expected Released Time</th>
<th>Released Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Statistics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4a. List the statistics/publications you derive from these functions and at what frequency do you publish them?

4b. Do you have any backlog of unprocessed or unpublished data? Yes ☐ No ☐

5a. What is Your Staff Strength.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demographic and Social Statistics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other regular publications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Statistical Abstract</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5b. Give your projected staff for 2017 – 2021

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statistical staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University graduate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OND/HND holders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other School Cert.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Data Processing Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University graduate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OND/HND holders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other School Cert.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support Staff (Admin/Finance/Secretary/Driver,</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University graduate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OND/HND holders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other School Cert.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5c. What percentage of the staff in 4 can effectively use computer? 

5d. What percentage of the staff in 5a were trained in the last 5years 2010- 2015?

5e. List the areas and duration which they were trained

<table>
<thead>
<tr>
<th>Areas of Training</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5f. List the critical training needs of the staff

6. Equipment: Complete the table below

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Available</th>
<th>Need</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Type</td>
<td>Quantity</td>
</tr>
<tr>
<td>i. Computers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Printers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Vehicles (including motor bike)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>iv. Prismatic Compass</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Chain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Others (specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Are you connected to the National Data Portal in NBS? Yes ☐ No ☐

8. Further comments....................................................................................................................................

**Rank**..............................................................................................................................................

**Signature**......................................................................................................................................
DATA USERS’ ASSESSMENT OF THE NIGERIAN STATISTICAL SYSTEM

ASSESSMENT OF DATA USERS

1. Category of User Institution/ Agency
   (See list of categories below)

   Name of Institution …………………………………………………………………………………………………………………

   Category of User Institution / Agency

   1. Sector Line Ministry
   2. Public Sector
   3. Private Sector
   4. NGO and other Civil Society
   5. Donors
   6. Regional Organizations
   7. International Organisations
   8. Research and Training Organizations
   9. Research and Training
   10. The Press

2. ROLE OF DATA USER

   The following questions are about the role an institution plays in the national statistical system.

   2.1 Does your institution / agency play an active role in the development of national statistical programmes?   Yes [ ] No [ ]

   2.2.1 If answer to Q2.1 is Yes, how does it play the role? (tick as appropriate)
   1. Member of data User-Producer Committee
   2. Consulted before launching of major statistical programmes
   3. Initiator of special data requests

   2.3 If answer to Q2.1 is No, explain why.
   ………………………………………………………………………………………………………………………………………
   ………………………………………………………………………………………………………………………………………
3. DATA NEEDS AND HOW THEY ARE MET

The following questions are about your needs and the adequacy of existing data.

3.1 Which main data do you need for your operations?

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td></td>
</tr>
<tr>
<td>Demographic</td>
<td></td>
</tr>
<tr>
<td>Environmental</td>
<td></td>
</tr>
</tbody>
</table>

3.2 Which are the main sources of the data that you use?

<table>
<thead>
<tr>
<th>Source of Data</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Statistical Office</td>
<td></td>
</tr>
<tr>
<td>Own sources</td>
<td></td>
</tr>
<tr>
<td>Government Ministries</td>
<td></td>
</tr>
<tr>
<td>Public Sector</td>
<td></td>
</tr>
<tr>
<td>State Statistical Agency</td>
<td></td>
</tr>
</tbody>
</table>

3.3 Are data you require readily available? Yes [ ] No [ ]

3.4 Do you usually get data in the form you need it? Yes [ ] No [ ]

3.5 How do you mainly get the data you require?

<table>
<thead>
<tr>
<th>How do you get data</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td></td>
</tr>
<tr>
<td>Electronically</td>
<td></td>
</tr>
<tr>
<td>CD and Diskettes</td>
<td></td>
</tr>
<tr>
<td>Internet</td>
<td></td>
</tr>
<tr>
<td>Visit the data producer for specified data</td>
<td></td>
</tr>
<tr>
<td>Collect them</td>
<td></td>
</tr>
</tbody>
</table>
3.6  In which area do you find main data gaps?

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td></td>
</tr>
<tr>
<td>Demographic</td>
<td></td>
</tr>
<tr>
<td>Environmental</td>
<td></td>
</tr>
</tbody>
</table>

4.  ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM

4.1  Is the role of statistics in national development well understood in the country?

Yes [ ]  No [ ]

If the answer is No, what more needs to be done?

........................................................................................................................................

4.2  Which of the following mechanisms can be used to promote statistical awareness in the country? (rank them from 1: most effective to 4: least effective)

<table>
<thead>
<tr>
<th>Mechanism</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa Statistics Day celebrations</td>
<td></td>
</tr>
<tr>
<td>User-producer workshops</td>
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<tr>
<td>Special workshops/ seminars for parliamentarians</td>
<td></td>
</tr>
<tr>
<td>Media workshops</td>
<td></td>
</tr>
<tr>
<td>Feature articles in national newspapers</td>
<td></td>
</tr>
<tr>
<td>Airing TV documentaries on statistical activities</td>
<td></td>
</tr>
</tbody>
</table>

4.3  Is the National Statistical Office and its role well understood?

Yes [ ]  No [ ]

If the answer is No, what more needs to be done?

........................................................................................................................................
4.4 Have you come across cases of conflicting data from different sources in your work?
   Yes [ ] No [ ]

4.5 If Yes, what did you do about it?
   ……………………………………………………………………………………………………………………………
   ……………………………………………………………………………………………………………………………

5. ASSESSMENT OF DATA QUALITY

5.1 Use the following scale to rate the quality of data you get from the main source(s) (Enter 4: very good 3: good 2: fairly good and 1: poor)

<table>
<thead>
<tr>
<th>Quality Indicator</th>
<th>Rate data from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>NSO</td>
</tr>
<tr>
<td>Accurate</td>
<td>Other sources (e.g. line ministries)</td>
</tr>
<tr>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Consistent</td>
<td></td>
</tr>
<tr>
<td>Timely</td>
<td></td>
</tr>
<tr>
<td>Sufficiently disaggregated</td>
<td></td>
</tr>
<tr>
<td>Easy to access</td>
<td></td>
</tr>
</tbody>
</table>

5.2 Do you give a feedback to data producers about the data you receive?
   Yes [ ] No [ ]

5.3 Compared to 5 years ago, has the availability and quality of data in the country improved?
   Yes [ ] No [ ]

5.4 What do you see as good practise by main data producers?
   ……………………………………………………………………………………………………………………………
   ……………………………………………………………………………………………………………………………

5.5 What FOUR main improvements in data production would you suggest?
   ……………………………………………………………………………………………………………………………

6. Name of Officer who completed the questionnaire………………………………………………………………
   Designation…………………………………………………………………………………………………………}

THANK YOU FOR YOUR COOPERATION
INTERACTIVE GROUP QUESTIONNAIRE

1. Do you have SSMP?

2. What is the level of implementation with respect to
   i. Statistics Edict
   ii. State Statistician- General

3. Are there areas you want amendment either in the Edict or in Organogram or in Both?

4. Resources
   Compare your office before 2005 and 2005-2014 with respect to the following:
   (i) Office accommodation/environment
   (ii) Budget
   (iii) Equipment
   (iv) Transportation
   (v) Staff Welfare
   (vi) Morale
   (vii) Human Resources

5. Products
   5.1 Assess the products you listed with respect to:
      - Timeliness
      - Robustness
      - Coverage (more or less products)
      - User satisfaction
      - Customer strength (more users now than before)
   5.2 Do you still have backlog of unprocessed and unpublished data?

6. Management and Communications
   a. The Structure of NBS and the Statistics Act, do you have modifications or additions to them?
   b. Are there any issues of communication that you would like to highlight?
   c. What media do you use to communicate with your staff or interact with your superiors? E.g meeting and say how regular and effective they are.
   d. What is being done to motivate staff?
   e. What is the status of M&E
   f. Why is IT Policy not in place?

7. Work Planning
   - How do you plan your work now?
   - How do you monitor those plans to ensure execution?
8. Financial Management
   - How are the finances of the office managed?
   - Do all the Departments/Divisions have money to execute their programmes?
   - What will make Statistics Development Fund work?
   - Coordination & Collaboration

9. Others
   - Common Statistical Services: Your Comments on it
ANNEX VIII

DOCUMENTS CONSULTED

1. The National Statistical Master Plan (2005-2009);
2. The National Strategy for Development of Statistics (2010-2014);
3. A Review Report by Multi-agency Mission of the National Strategy for Development of Statistics (2010-2014);
4. Economic Reform and Governance Project (ERGP) Implementation Completion Report;
5. Issues and Action Plan of 2012 Meeting of the National Consultative Committee on Statistics;
6. Achievements of the National Bureau of Statistics based on the Monitoring and Evaluation Indicators by Economic Reform and Governance Project Implementation (2005-2012);
7. The Statistics Act 2007;
8. NBS Conditions of Service.
17. Anambra State Statistical Master Plan
## ANNEX IX

### NAMES OF OFFICERS MET

<table>
<thead>
<tr>
<th>S/N</th>
<th>NAMES</th>
<th>ORGANISATION</th>
<th>PHONE NO</th>
<th>E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Aduda Gabriel</td>
<td>Federal Ministry of Finance</td>
<td>08051899719</td>
<td><a href="mailto:gfaduda@hotmail.com">gfaduda@hotmail.com</a></td>
</tr>
<tr>
<td>2.</td>
<td>Chukwueze Abel</td>
<td>Federal Ministry of Finance</td>
<td>08059680858</td>
<td><a href="mailto:abel.chukwueze@fedcs.gov.ng">abel.chukwueze@fedcs.gov.ng</a></td>
</tr>
<tr>
<td>3.</td>
<td>Ogike Theresa</td>
<td>Federal Ministry of Finance</td>
<td>08035962180</td>
<td><a href="mailto:mmaogike55@yahoo.com">mmaogike55@yahoo.com</a></td>
</tr>
<tr>
<td>4.</td>
<td>Bulus Emmanuel</td>
<td>Federal Ministry of Finance</td>
<td>08072519860</td>
<td><a href="mailto:bulusmanuel@gmail.com">bulusmanuel@gmail.com</a></td>
</tr>
<tr>
<td>5.</td>
<td>Mr. Azeez Aderemi</td>
<td>Federal Ministry of Health</td>
<td>08033299779</td>
<td><a href="mailto:zzaderemi@yahoo.co.uk">zzaderemi@yahoo.co.uk</a></td>
</tr>
<tr>
<td>6.</td>
<td>Fabowale A.G.</td>
<td>Federal Ministry of Education</td>
<td>08038163808</td>
<td><a href="mailto:walefabowale@gmail.com">walefabowale@gmail.com</a></td>
</tr>
<tr>
<td>7.</td>
<td>Omotowowa E.B.</td>
<td>Federal Ministry of Education</td>
<td>08033117173</td>
<td><a href="mailto:lizymotty@gmail.com">lizymotty@gmail.com</a></td>
</tr>
<tr>
<td>8.</td>
<td>Matthews Nganjiozor</td>
<td>Federal Ministry of Education</td>
<td>08068131634</td>
<td><a href="mailto:nganjimat@yahoo.com">nganjimat@yahoo.com</a></td>
</tr>
<tr>
<td>9.</td>
<td>Erharhe A.O.</td>
<td>Federal Ministry of Petroleum</td>
<td>08051353709</td>
<td><a href="mailto:ohwos@yahoo.com">ohwos@yahoo.com</a></td>
</tr>
<tr>
<td>10.</td>
<td>Dalhat M.M.</td>
<td>Federal Ministry of Petroleum</td>
<td>08037882308</td>
<td><a href="mailto:dalhatmahmood@yahoo.com">dalhatmahmood@yahoo.com</a></td>
</tr>
<tr>
<td>11.</td>
<td>Golo S.O.</td>
<td>Federal Ministry of Petroleum</td>
<td>08023036776</td>
<td><a href="mailto:omagolo2000@yahoo.com">omagolo2000@yahoo.com</a></td>
</tr>
<tr>
<td>12.</td>
<td>Yayaji, I.</td>
<td>Federal Ministry of Petroleum</td>
<td>08061288272</td>
<td><a href="mailto:ibryayaji@yahoo.com">ibryayaji@yahoo.com</a></td>
</tr>
<tr>
<td>13.</td>
<td>Isah Babagana</td>
<td>Federal Ministry of Petroleum</td>
<td>08035884428</td>
<td><a href="mailto:kupechi@yahoo.com">kupechi@yahoo.com</a></td>
</tr>
<tr>
<td>14.</td>
<td>Alillionwu Innocent</td>
<td>National Population Commission</td>
<td>08037375124</td>
<td><a href="mailto:innoomeali@yahoo.com">innoomeali@yahoo.com</a></td>
</tr>
<tr>
<td>15.</td>
<td>Dr. B. Chibukeloko</td>
<td>National Population Commission</td>
<td>08033477796</td>
<td><a href="mailto:Betian.iloka@population.gov.ng">Betian.iloka@population.gov.ng</a></td>
</tr>
<tr>
<td>16.</td>
<td>Akinsulie Bolaji</td>
<td>National Population Commission</td>
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<td>PS</td>
<td>CPTC</td>
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<td>OYEDIRAN ABIOLA</td>
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<td>PROTOCOL</td>
<td><a href="mailto:oyedirandennis@gmail.com">oyedirandennis@gmail.com</a></td>
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<td>116</td>
<td>ABOYE F.A</td>
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</tr>
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ANNEX X

STATISTICS ACT, 2007