Federal Republic of Nigeria

NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) IN NIGERIA, 2017-2021

December, 2016

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PART THREE: IMPLEMENTATION

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ACRONYMS

AC	-	Agricultural Census
CBN	-	Central Bank of Nigeria
CBOs	-	Community-Based Organizations
CEAR	-	Centre for Econometric and Allied Research
CPTC	-	Corporate Planning and Technical Coordination
CSS	-	Common Statistical Services
DPRS	-	Department of Planning, Research and Statistics
DQAF	-	Data Quality Assessment Framework
EAs	-	Enumeration Areas
FACCS	-	Federal Agencies Consultative Committee on Statistics
FCT	-	Federal Capital Territory
FIIRO	-	Federal Institute of Industrial Research, Oshodi
GDDS	-	General Data Dissemination System
GDP	-	Gross Domestic Product
GENIS	-	Government Enterprise Statistical Information System
GIS	-	Geographic Information System
HRD	-	Human Resource Development
ICT	-	Information and Communication Technology
IMF	-	International Monetary Fund
ISIC	-	International Standards for Industrial Classification
LAN	-	Local Area Network
LGSUs	-	Local Government Statistical Units
MAPS	-	Marrakech Action Plan for Statistics
MDAs	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MOU	-	Memorandum of Understanding

MTR	-	Mid-Term Review
NBS	-	National Bureau of Statistics
NCS	-	National Council on Statistics
NACS	-	National Advisory Committee on Statistics
NCCS	-	National Consultative Committee on Statistics
NEEDS	-	National Economic Empowerment and Development Strategy
NGOs	-	Non-Governmental Organizations
NISER	-	Nigerian Institute for Social and Economic Research
NPC	-	National Planning Commission
NPopC	-	National Population Commission
NSDS	-	National Strategy for Development of Statistics
NSMP	-	National Statistical Master Plan
NSO	-	National Statistical Office
NSS	-	National Statistical System
OSGF	-	Office of the Secretary to the Government of the Federation
PIU	-	Project Implementation Unit
PRS	-	Poverty Reduction Strategies
SBS	-	State Bureau of Statistics
SCCS	-	State Consultative Committee on Statistics
SDC	-	Sector Design Committee
SDGs	-	Sustainable Development Goals
SDMX	-	Standard Data- Metadata Exchange
SUT	-	Supply-Use Table
SEEDS	-	State Economic Empowerment and Development Strategy
SESS	-	Sectoral Statistical System
SMART	-	Specific, Measurable, Achievable, Relevant and Time-Bound

SNA	-	System of National Accounts
SSA	-	State Statistical Agency
SSDS	-	Sector Strategy for Development of Statistics
SSMP	-	State Statistical Master Plan
SSS	-	State Statistical System
STF	-	Statistics Trust Fund
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
SURE-P	-	Subsidy Reinvestment Programme
UN	-	United Nations
VPN	-	Virtual Private Network
WAN	-	Wide Area Network.

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.

2.   National Strategy for the Development of Statistics (NSDS)

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 173.2million, bordered in the Gulf of Guinea, between Benin and Cameroon with a total area of 923,770sq km (land, 910,770sq 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 African's largest economy following the rebasing of her GDP of 2013 standing at **₦80,092,563.38 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 48.44in 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 road map 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.

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, 25th 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:
- Nigerian Institute for Social and Economic Research (NISER).
- 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:
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 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

S/N	NAME OF PUBLICATION	PERIODICITY	CURRENT EDITION	LATEST HARD COPY AVAILABLE
1	General Household Survey	Annual	2010.	2005
2	Facts and Figures	Annual	1998	1998
3	Social Statistics in Nigeria	Annual	2011	2010
4	Core Welfare Indicators Questionnaire (CWIQ) Survey	Annual	2006	2006
5	National Consultative Committee of Statistics: Newsletter	Quarterly	2010	2010
6	Poverty Profile for Nigeria	Every 5 Years	2010	2005
7	The Nigerian Statistical Fact Sheets	Annual	2010	2008
8	Consumer Price Index	Monthly	MAY 2015	2013
9	Quarterly Foreign Trade Summary	Quarterly		
10	Annual Abstract of Statistics	Annual	2012	2010
11	Nigerian Foreign Trade Summary	Annual	2011	2008
12	Agricultural Survey Report	Annual	1994/95-2005/06	1994/95-2005/06
13	National Account of Nigeria	Annual	1981 – 2006	1981 – 2006
14	The Middle Class in Nigeria: Analysis of Profile, Determinants and Characteristics	Occasional	1980 – 2007	1980 – 2007
15	Review of External Trade	Annual	1987 – 2006	1987 -2006
16	Economic Performance Review	Annual	2010	2007
17	Poverty Assessment Report	Occasional	2007	2007
18	Consumption Pattern in Nigeria	5 Yearly	2009/10	2007
19	Facts and Figures of Women and Men, Vols. 1 & 2	Annual	2008	2008
20	Quick National Employment Generation Survey	Quarterly	2007	2007
21	Retail Prices of Selected Materials Rate-per-Hour of Plants	Monthly	MAY 2015	2006
22	Design and Production of National Register of Market Outlets	Occasional	2007	2007
23	National Strategy for the Development of Statistics	5 Yearly	2010	2010
24	Gender and Poverty Monitoring	Annual	2007	2007
25	Upgrading Curriculum of NBS Schools	Occasional	2007	2007
26	Nigeria 2006 Millennium Developments Reports	Annual	2015	2015

27	National/Zonal Reports of the 2006 Core Welfare Indicators Questionnaire (CWIQ) Survey	Annual	2006	2006
28	The Directory of Health Establishments in Nigeria	Annual	2007	2007
29	Information Communication Technology Training Manual	Occasional	2006	2006
30	Algorithm for Costing Road Transportation within the Local Government Areas	Annual	2007	2007
31	Directory of Nursery Schools in Nigeria (National)	Annual	2008	2008
32	Directory of Primary Schools in Nigeria (North Central Zone)	Annual	2008	2008
33	Directory of Primary Schools in Nigeria (North West Zone)	Annual	2008	2008
34	Directory of Primary Schools in Nigeria (North East Zone)	Annual	2008	2008
35	Directory of Primary Schools in Nigeria (National Summary)	Annual	2008	2008
36	Directory of Primary Schools in Nigeria (South East Zone)	Annual	2008	2008
37	Directory of Primary Schools in Nigeria (South South Zone)	Annual	2008	2008
38	Directory of Primary Schools in Nigeria (South West Zone)	Annual	2008	2008
39	Directory of Secondary Schools in Nigeria	Annual	2008	2008
40	Directory of Tertiary Institutions in Nigeria	Annual	2008	2008
41	Directory of Building and Construction Materials	Annual	2007	2007
42	Compendium of Statistics: Health and Human Services, Population and Vital Statistics	Occasional	2007	2007
43	Compendium of Statistics: Money & Banking and Financial Intermediation	Occasional	2007	2007
44	Compendium National Account, Prices and Prices Indices and Public Finance	Occasional	2007	2007
45	Compendium of Terms, Concepts and Definitions	Occasional	2007	2007
46	Proceedings on Statistics of the (NCCS) National Consultative Committee Meeting held March 1 – 3, 2006	Occasional	2006	2006
47	Proceedings of the Bi-Annual Meeting of Federal Agencies Consultative Committee on Statistics (FACCS) held February 23, 2006	Occasional	2006	2006

48	Proceedings of the National Sensitization Workshop on the Statistics Act and Statistical Master Plan, February, 2006	Occasional	2006	2006
49	Capacity Building Training Programme for Staff of the Research Unit Federal Inland Revenue Service (FIRS), March – April, 2006	Occasional	2006	2006
50	Nigerian Capital Importation	Quarterly	2014	NONE
51	Economic Review /Outlook	Annual	2014	NONE
52	Nigeria GDP Rebasing Presentation	Occasional	2014	NONE
53	GDP by Expenditure Final Rebasing 2010 – 13	Annual	2014	NONE
54	Preliminary Rebase GDP by Expenditure	Occasional	2014	NONE
55	Women and Men in Nigeria	Annual	2014	2001
57	GHS Panel Survey Report, Wave 1	Annual	2014	NONE
58	GHS Panel Survey Report, Wave 2	Annual	2014	NONE
59	Panel Wave 2 Selected Tables	Annual	2014	NONE
60	Job Creation Reports	Quarterly	2ND QTER 2014	NONE
61	Job Creation Highlights	Quarterly	,,	NONE
62	Job Creation Tables	Quarterly	,,	NONE
63	NASS 2011	Annual	2011	1993
64	Exportable Agricultural Commodities	Annual	2012	2012
65	Revised Absolute Poverty	Occasional	2010	NONE
66	Nigeria Trade Summary	Annual	2011	2008
67	Presentation of Labour Force Survey Based on Revised Concepts and Methodology for Computing Labour Statistics in Nigeria	Occasional	2015	NONE
68	Annual Socio-Economic Survey Report	Annual	2010	NONE
69	Review of the Nigeria Economy	Annual	2010	2010
70	ICT Report	Annual	2011	NONE
71	Unemployment Report	Annual	2011	NONE
72	National Baseline Youth Survey	Annual	2012	2012
73	Demographic Statistics Bulletin	Annual	2012,13	NONE
74	Education Sector Summary Report	Annual	2010 – 12	NONE
75	Global Adult Tobacco Smoking	Annual	2012	2012
76	Harmonized Nigeria Living Standard	Annual	2009/10	2009/10
77	IGR Tables	Annual	2014	NONE
78	Literacy Report		2010	NONE

79	MICS 4	Every 4 Years	2011	2011
80	Information and Communication Report	Annual	2015	NONE
81	Labour Productivity Summary Report	Annual	2015	NONE
82	Nigeria Telecommunication Sector	Annual	2010 – 2014	NONE
83	Nigeria Telecommunication Sector	Quarterly	Q1 – 2015	NONE
84	Real Estate Sector	Annual	2010 – 2012	NONE
85	Nigerian Aviation Sector: Summary Report of Passenger Traffic	Quarterly	2010 – 13 , Q1 2014	NONE
86	Rice Survey Report	Annual	2009	NONE
87	Sugar Report	Annual	2010	NONE
88	Domestic Air Travel	Annually	JULY 2012 – JUNE 2013	NONE
89	Socio- Economic Survey: Sectoral Wages and Emoluments	Annually	2011	NONE

2.5   Assessment of the Current Situation of the Nigerian NSS

2.5.1   Governance Structures Including Legal, Institutional and Organizational Setup
Governance 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.
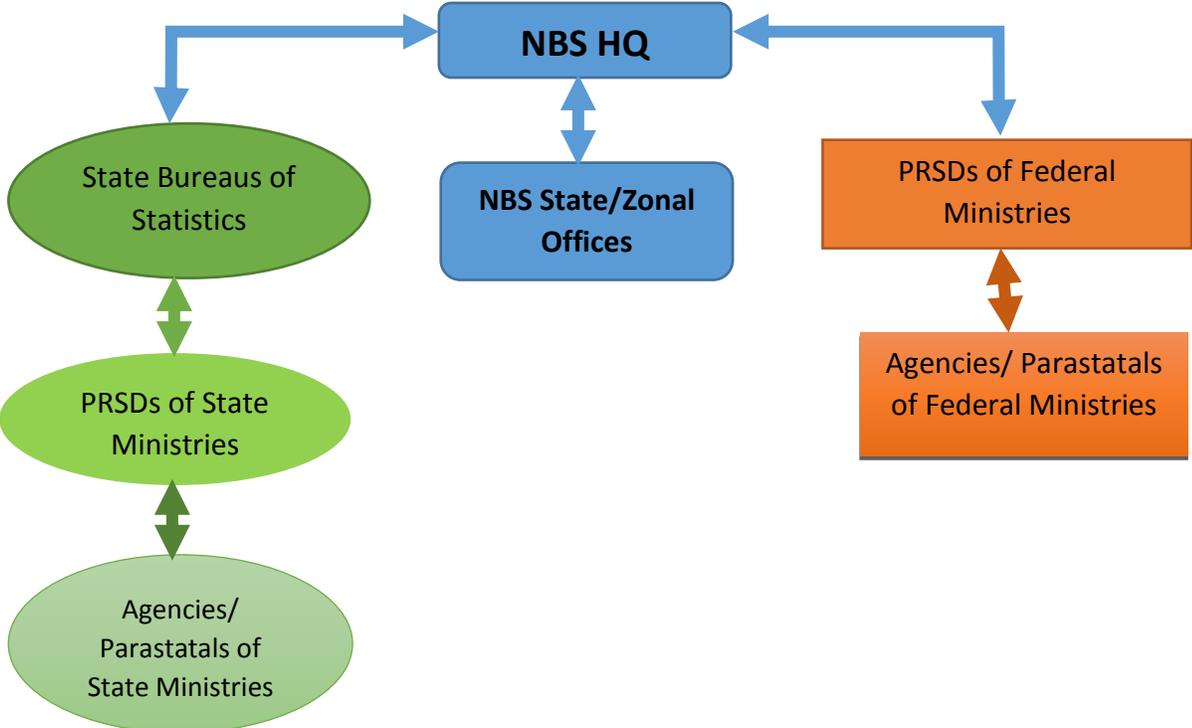
Figure 2.1: Components and linkages of Data Producers in NSS

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.

e)   Managing Statistical Office in the 21st Century.

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)

STRENGTHS	WEAKNESSES
1. Recognition by stakeholders of weaknesses in the system and need for reform 2. Recognition in the system of the pivotal coordinating role of NBS in development of the NSS 3. Existence of coordinating committees 4. Willingness on part of key stakeholders (e.g. CBN, etc) to collaborate 5. Existence of research and training institutions both for professional and sub-professional statistical personnel	1. Inadequate statistical culture 2. Inadequate statistical advocacy 3. Overlapping roles among agencies 4. Insufficient coordination and feedback mechanisms 5. Inadequate clarity of statistical functions in line ministries

6.Network of field offices with experienced field officers and permanent field staff 7. Existence of competencies in a number of institutions (CBN, N.Pop.C, some SSAs, etc) for collection and management of some statistics 8. Adherence to professional, ethical and international standards.	6. Inadequacy of financial resources and sustainability 7. Shortage of human resources in some agencies 8. Insufficient IT applications among many institutions 9. Inadequate management knowledge 10. Poor maintenance of equipment, analysis and dissemination 11. Inadequacy of main statistical outputs and data dissemination 12. Lack of data at low levels of aggregation 13. Statistical inadequacy at the Local Government level 14. Lack of timeliness in data release.
OPPORTUNITIES	**THREATS**

1. Government commitment to development of statistics
 	
2. General interest in statistics for monitoring among development partners
  i) Increased demand for data and information for informing Government programmes
  ii) Increased demand for data and information on non- traditional areas – governance, gender, poverty, HIV/AIDS, etc
  (iii) Access to sub-regional resources and facilities.
 	
3. Possibilities to share experiences in statistical operations in the sub-region, region and internationally
 	
4. International frameworks and guidelines (e.g. Fundamental Principles of Official Statistics, GDDS)
	(a) Political Interference (e.g. population census and school enrolment)
	
	(b) Limited Government commitment in funding statistics
	
	(c) Inability to attract and retain staff
	
	(d) lack of commitment to coordination, collaboration, networking and information sharing.

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
2.   Higher profiling and positioning of statistics.
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.

StrategicTheme 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
18. Survey infrastructure.

Strategic Theme 7: Adequate Funding for Plan Implementation
Strategic goals:
19. Statistics Trust Fund
20. NBS coordination of Donors
21. Government takeover of funding of statistics.

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

S/N	Training Courses	Producers																	
		NBS						SSAs (SBS)						MDAs					
		Year (2017-2021)						Year (2017-2021)						Year (2017-2021)					
		'16	'17	'18	'19	'20	Total	'16	'17	'18	'19	'20	Total	'16	'17	'18	'19	'20	Total
1.	Survey Management	-	17	18	-	-	**35**	-	19	18	-	-	**37**	-	-	-	-	-	-
2.	Gender Statistics	-	8	7	-	-	**15**	-	19	18	-	-	**37**	-	8	7	-	-	**15**
3.	GDP/CPI Computation	-	15	-	-	-	**15**	-	37	-	-	-	**37**	-	1	-	-	-	**1**
4.	Macro-Economic Modeling and Accounting	-	-	15	-	-	**15**	-	-	-	-	-	-	-	-	2	-	-	**2**
5.	Trade and Balance of Payment	-	-	15	-	-	**15**	-	-	-	-	-	-	-	-	2	-	-	**2**
6.	M-Soft Application using MS Office, Advanced SPSS etc	-	8	7	-	-	**15**	-	19	18	-	-	**37**	-	5	5	-	-	**10**
7.	SQL and Oracle	-	15	-	-	-	**15**	-	-	-	-	-	-	-	-	2	-	-	**2**
8.	Web Management and Network	-	-	15	-	-	**15**	-	-	-	-	-	-	-	-	-	-	-	-
9.	Managing Field Operators	-	15	15	-	-	**30**	-	19	18	-	-	**37**	-	3	2	-	-	**5**
10.	Statistical Indicators, Concepts and Definitions	-	5	5	-	-	**10**	-	19	18	-	-	**37**	-	10	10	-	-	**20**
11.	Efficiency and Performance Improvement Workshop	-	-	5	5	-	**10**	-	-	19	18	-	**37**	-	-	5	5	-	**10**
12.	Corporate Social Responsibility and Customer Relations Management	-	20	-	-	-	**20**	-	-	-	-	-	-	-	-	-	-	-	-
13.	Procurement Training for Senior Executives	-	2	1	-	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
14.	Budget Execution and Public Sector Accounting	-	2	1	-	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
15.	Advance Auditing Techniques	-	2	1	-	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
16.	Interpersonal Skills Improvement Workshop for Secretaries	-	4	3	3	-	**10**	-	-	-	-	-	-	-	-	-	-	-	-
17.	Defense Driving Skills and Road Safety	-	4	3	3	-	**10**	-	-	-	-	-	-	-	-	-	-	-	-
18.	Litigation	-	2	1	-	-	**3**	-	19	18	-	-	**37**	-	-	-	-	-	-
19.	Contractual Agreement and MOUs	-	2	1	-	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
20.	Benchmarking for Peak Performance	-	-	3	2	-	**5**	-	-	-	-	-	-	-	-	-	-	-	-

No.	Course																	
21.	Strategic Planning and Organizing Work	-	-	3	2	-	**5**	-	-	-	-	-	-	-	-	-	-	-	-
22.	Report Writing and Communication	-	10	10	-	-	**20**	-	19	18	-	-	**37**	-	10	10	-	-	**20**
	Courses for Skill Development																		
23.	Middle Level Statistical Staff Course	-	5	5	5	5	**20**	-	10	9	9	9	**37**	-	-	-	-	-	-
24.	Computation of CPI	-	1	1	1	-	**3**	-	10	9	9	9	**37**	-	-	-	-	-	-
25.	Analysis of Labour Force Survey	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
26.	National Accounts Analysis Course	-	1	1	1	-	**3**	-	10	9	9	9	**37**	-	-	-	-	-	-
27.	Analysis of Social Trends	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
28.	Managing Statistical Organization in the 21st Century	-	1	1	1	-	**3**	-	10	9	9	9	**37**	-	-	-	-	-	-
29.	Data Dissemination Strategies	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
30.	Sampling Techniques	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
31.	Government Finance Statistics	-	1	1	1	-	**3**	-	-	-	-	-	-	-	1	1			**2**
	Academic Courses																		
32.	Masters Degree in Statistics	-	3	3	3	3	**12**	-	-	-	-	-	-	-	-	-	-	-	-
33.	Masters in Computer Science	-	2	2	1	1	**6**	-	-	-	-	-	-	-	-	-	-	-	-
34.	Masters Degree in Public Administration	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
35.	PHD in Statistics	-	1	1	1	-	**3**	-	-	-	-	-	-	-	-	-	-	-	-
36.	PHD in Computer Science	-	1	-	-	-	**1**	-	-	-	-	-	-	-	-	-	-	-	-

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

S/No.	NAME OF SURVEY	YEAR				
		2017	2018	2019	2020	2021
1.	General Household Survey	X	X	X	X	X
2.	National Agricultural Sample Survey	X	X	X	X	X
3.	National Exportable Crops	X	X	X	X	X
4.	Crop Cutting Survey	X	X	X	X	X
5.	Farm Gate Prices	X	X	X	X	X
6.	Quarterly Labour Force Survey	X	X	X	X	X
7.	Job Creation Survey	X	X	X	X	X
8.	National Living Standard Survey	X				

No.	Survey					
9.	Multiple Indicator Cluster Survey		X			
10.	National Agricultural Censes			X		
11.	National Census of Industries & Businesses				X	
12.	Standardization of Local Units of Measure	X				X
13.	Drug Use Survey	X	X	X	X	X
14.	Human Trafficking Survey		X			X
15.	Corruption Survey	X			X	
16.	Prices Survey	X	X	X	X	X

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

S/No.	EQUIPMENT	QUANTITY		
		NBS(HQTRS,ZONES& STATE OFFICES)	SSAs	PRSDs
1.	Desk Top Computers	60	370	27
2.	Lap Tops	50	111	-
3.	HP Printer (Black & White)	30	74	27
4.	HP Printer (Coloured)	10	37	-
5.*	ICT Facilities			
6.	Project Vehicles	48	37	-
7.	Staff Buses	3	37	-
8.	Motor Bikes	190	370	-
9.	Generators	43	37	-
10.	A/C Split Units	117	74	-
11.	GPS	1850	370	-
12.	UPS (Industrial)	86	37	-

13.	Photocopiers	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 to10mb.
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.
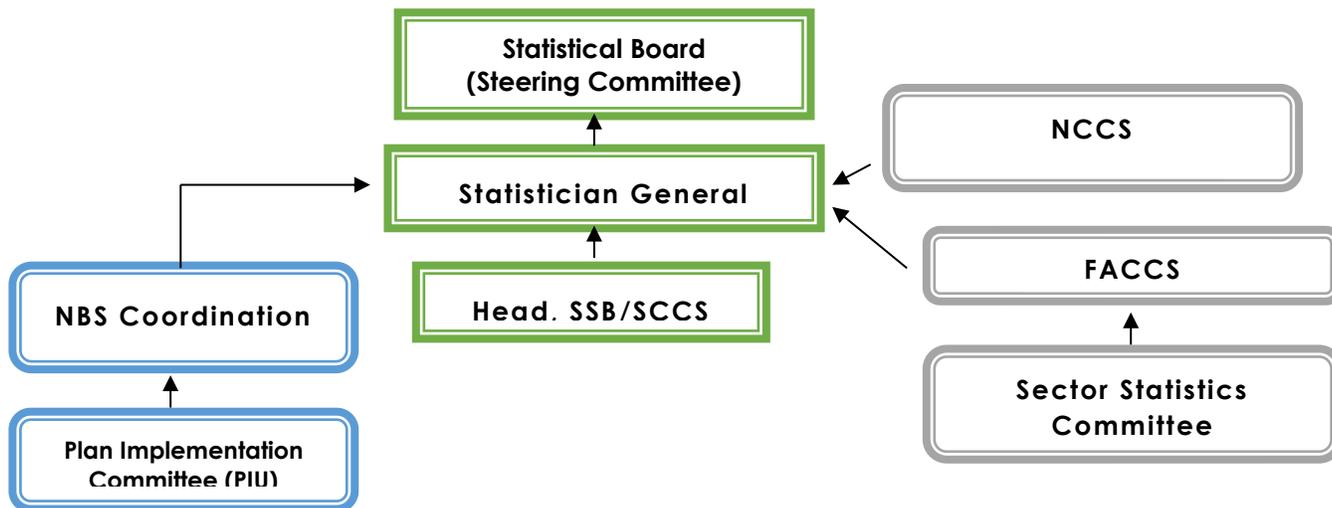
Figure 5.1 Implementation Organogram

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**
  iii. Year 3 (2019) US$**138,556,015**
  iv. Year 4 (2020) US$**151,931,764**
  v.   Year 5 (2021) US$**166,180,905**

The details are in Tables 6.1below:

Table 6.1

FIVE-YEAR COST ESTIMATES FOR FUNDING THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) IN NIGERIA, 2017-2021 [US $]

Component	2017	2018	2019	2020	2021	5YRS Total
Government						
NBS:						
*Personnel Cost	23,083,431	25,391,774	27,930,952	30,724,047	33,796,451	140,926,655
*Overhead Cost	5,265,518	5,792,070	6,371,277	7,008,404	7,709,245	32,146,514
*Capital Expenditure	21,848,276	24,033,103	26,436,414	29,080,055	31,988,061	133,385,909
States	4,346,897	4,781,586	5,259,745	5,785,719	6,364,291	26,538,238
MDAs	6,675,862	7,343,448	8,077,793	8,885,573	9,774,130	40,756,806
Total (Sub1)	**61,219,984**	**67,341,981**	**74,076,181**	**81,483,798**	**89,632,178**	**373,754,122**
Development Partners	0	0	0	0	0	0
Advocacy	**25,141,772**	**27,655,948**	**30,421,544**	**33,463,698**	**36,810,068**	**153,493,030**
* National Bureau of Statistics	9,118,396	10,030,235	11,033,259	12,136,585	13,350,243	55,668,718
* State Statistical Agencies	8,153,763	8,969,139	9,866,053	10,852,658	11,937,924	49,779,537
* Sectoral Statistics at Federal Level	7,869,613	8,656,574	9,522,232	10,474,455	11,521,901	48,044,775
Organization & Institutional Development	**2,901,964**	**3,192,159**	**3,511,375**	**3,862,513**	**4,248,765**	**17,716,776**
* National Bureau of Statistics	1,519,983	1,671,981	1,839,179	2,023,097	2,225,407	9,279,647
* State Statistical Agencies	806,835	887,518	976,270	1,073,897	1,181,287	4,925,807

* Sector Statistics at Federal Level	575,146	632,660	695,926	765,519	842,071	3,511,322
Human Resource Development	**2,789,733**	**3,193,839**	**4,304,696**	**4,525,267**	**4,616,847**	**19,430,382**
* National Bureau of Statistics	441,319	610,584	1,463,115	1,399,529	1,178,534	5,093,081
* State Statistical Agencies	1,391,700	1,530,870	1,683,957	1,852,352	2,037,588	8,496,467
* Sector Statistics at Federal Level	956,714	1,052,385	1,157,624	1,273,386	1,400,725	5,840,834
Infrastructure	**3,891,200**	**4,280,320**	**4,708,352**	**5,179,187**	**5,697,105**	**23,756,164**
* National Bureau of Statistics	1,760,307	1,936,338	2,129,971	2,342,968	2,577,265	10,746,849
* State Statistical Agencies	1,106,894	1,217,583	1,339,342	1,473,276	1,620,603	6,757,698
* Sector Statistics at Federal Level	1,023,999	1,126,399	1,239,039	1,362,943	1,499,237	6,251,617
IT Strategy	**1,288,209**	**1,417,030**	**1,558,733**	**1,714,606**	**1,886,067**	**7,864,645**
* National Bureau of Statistics	492,612	541,873	596,061	655,667	721,233	3,007,446
* State Statistical Agencies	406,968	447,665	492,431	541,674	595,842	2,484,580
* Sector Statistics at Federal Level	388,629	427,492	470,241	517,265	568,992	2,372,619
Data Development	**1,809,260**	**1,990,186**	**2,189,204**	**2,408,125**	**2,648,938**	**11,045,713**
* National Bureau of Statistics	964,993	1,061,492	1,167,641	1,284,405	1,412,846	5,891,377
* State Statistical Agencies	467,212	513,934	565,327	621,860	684,046	2,852,379
* Sector Statistics at Federal Level	377,055	414,760	456,236	501,860	552,046	2,301,957

Data Dissemination	**2,914,692**	**3,206,163**	**3,526,778**	**3,879,456**	**4,267,402**	**17,794,491**
* National Bureau of Statistics	1,540,394	1,694,434	1,863,877	2,050,265	2,255,292	9,404,262
* State Statistical Agencies	752,037	827,241	909,965	1,000,961	1,101,057	4,591,261
* Sector Statistics at Federal Level	622,261	684,488	752,936	828,230	911,053	3,798,968
Surveys	**9,512,086**	**32,116,732**	**10,652,885**	**11,448,220**	**12,009,951**	**75,739,874**
* National Bureau of Statistics	8,206,150	30,680,203	9,072,702	9,710,019	10,097,930	67,767,004
* State Statistical Agencies	1,028,172	1,130,989	1,244,088	1,368,497	1,505,347	6,277,093
* Sector Statistics at Federal Level	277,764	305,540	336,095	369,704	406,674	1,695,777
Administrative Data	**1,573,309**	**1,730,641**	**1,903,705**	**2,094,076**	**2,303,483**	**9,605,214**
* National Bureau of Statistics	553,311	608,643	669,507	736,458	810,103	3,378,022
* State Statistical Agencies	509,999	560,999	617,099	678,809	746,690	3,113,596
* Sector Statistics at Federal Level	509,999	560,999	617,099	678,809	746,690	3,113,596
Data from Census (National)	**874,848**	**943,357**	**1,037,693**	**1,141,462**	**1,255,609**	**5,252,969**
Statistical Auditing (National)/M&E	**549,479**	**604,426**	**664,869**	**731,356**	**804,492**	**3,354,622**
Summary:	0	0	0	0	0	0
* National Bureau of Statistics	26,021,792	50,383,566	31,537,874	34,211,811	36,688,954	178,843,997
* State Statistical Agencies	14,623,580	16,085,938	17,694,532	19,463,984	21,410,384	89,278,418

* Sector Statistics at Federal Level	12,601,180	13,861,297	15,247,428	16,772,171	18,449,389	76,931,465
Total (Sub 2)	**53,246,552**	**80,330,801**	**64,479,834**	**70,447,966**	**76,548,727**	**345,053,880**
Grand Total	**114,466,536**	**147,672,782**	**138,556,015**	**151,931,764**	**166,180,905**	**718,808,002**

ANNEX I

CHALLENGES, STRATEGIES AND RECOMMENDED ACTIONS FOR NBS UNDER NSDS

S/N	CHALLENGES	STRATEGIES	ACTIONS TO BE TAKEN
NATIONAL BUREAU OF STATISTICS (NBS), STATE STATISTICAL AGENCIES (SSAs), PRSDs			
1.	Poor statistical awareness	- Statistical advocacy including demonstrating the power of statistics; Championing Statistics. - Improve the quantity and quality of statistical data and promote the value of statistical data in monitoring and evaluating development policies and initiatives - Professional presence	- Mount advocacy campaigns; Corporate image enhancement workshops at all levels (Federal, State, LGAs) - Use of the media to achieve advocacy - Train officials and users in the use of statistics - Use best practices in statistical production - Make statistical reports readable & understandable - Disaggregate results to meet the need of users - High level Advocacy campaign targeted at the Executive, Legislature, Judiciary and Senior Civil Service. - Promoting teaching of statistics right from the primary school level and ensuring statistics as a subject of the SSCE and NECO.
2.	Lack of enabling legal framework	- Review of Statistics Act 2007 to bring it in line with present realities. - Enactment of Statistics Edict by States yet to do so to provide for professional independence in statistical production and appointment of staff	- Pass the proposed Statistics Edict into law - Amend the Statistics Act 2007 to address existing gaps - Full implementation of the Statistics Act and ensure compliance by all components of NSS
3.	Low profile of statistics	- Raise the profile of statistics in the States and MDAs - Championing Statistics	- Create State Bureau of Statistics - Make PRSDs functional - Equip the SBS, PRSDs and LGAs statistics units - Implement Common Statistical Services in accordance with Statistics Act
4.	Low capacity at SBS, PRSDs and LGAs	Progressively build capacity at SBS, PRSDs and LGAs	- Do training & re-training and skill development - Align surveys, censuses and administrative data collection with NBS procedures - Use of MOUs

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

S/N	STRATEGIC OBJECTIVES	PROJECT PROCESSES	INPUT ACTIVITIES	OUTPUT	OUTCOME
1.	Statistical Advocacy	• Corporate Image Enhancement and Publicity for the NSS • Media Relations & Education • Professional Presence • Championing Statistics	• Corporate Image Enhancement Workshops at all levels (State, Federal, LGA, etc.). • Periodic Media Briefings on the status of statistical development in the country. • Statistical Workshops for Journalists. • Use of the media to achieve advocacy of the general public and across various groups in the public and private sectors. • Advertisements and Jingles. • Making statistics understandable and readily available to users • High level Advocacy campaign targeted at the Executive, Legislature, Judiciary and Senior Civil Service. • Promoting teaching of statistics right from the primary school level and ensuring statistics as a subject of the SSCE and NECO.	• No of workshops/seminars held. • Press Briefings. • Production of Proceedings and Communiqués. • Number of times Governors forum, Executive Councils and Federal/State Legislatures sensitized. • Number of retreats for Ministers/Commissioners.	• Improved public and private sectors interests in use of data. • Institutional Memory on NSS • Enhanced profile of the Statistical System • Increased number of Staff exposed to professional workshop • Statisticians – General being invited to top planning/policy meetings. • Enhanced budgetary allocation by government.

2.	Organizational & Institutional Development	• Implementation of the National Strategic for Development of Statistics (NSDS), 2017 – 2021. • 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.

			• Restructure SSAs as recommended in the SSMP.		• **Visibility** of **statistics in MDAs**
			• SCCS established in all the States.		• **Statistics Act 2007 amended**
			• 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		• **Protocol Unit to be directly under the Office of the SG**
3.	**Human Resource Development and Management**	• **Capacity building for Training of Statisticians** • **Human Resource Capital Development**	• **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.** • **Promote and coordinate the learning of statistics in the Federal School of Statistics (FSS)** • **Recruit staff to adequately man the positions.** • **Staff participation in Training.** • **Train newly recruited staff on specific skills.**	• **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**

				• Number of trainings organized and participated	
			• 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.		
4.	Infrastructural Development	• 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 cooling and ventilation infrastructure.	• Improved operational performance.

			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.)**		

			• Document methods and instructional manuals		
			• Develop meta-data		
			• Create National Data Quality Assessment Framework		
			• Document all international programmes, initiatives and frameworks.		
5.	Information Communication Technology Strategy	• Deployment of Modern ICT Facilities	• Extend Internet linkages to members of NSS not covered in NSDS 2010 – 2014.	• Number of data centres reactivated	• Smooth flow of information
			• Ensure that those earlier linked are working.	• Number of members of the NSS linked by WAN and LAN	
			• 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. |

			a coordinated manner across the NSS.		
			• Encourage the development and use of MOUs between the NBS and other producing agencies to advance coordination and collaboration.		
			• Ensure and help build coordination within MDAs by recognizing only the central PRS Unit.		
			• Examine the issues involved in implementing the operation of the Common Statistical Service as specified in the Act at the Federal level.		
			• Install and render functional, all coordination arrangements as specified in the Statistics Act.		
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	• 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.

		Official Statistics	for Official Statistics in Nigeria in accordance with the Statistics Act 2007		
			• Develop release calendar established.		
			• Release statistical information using appropriate media such as electronic bill board, hard copy publication.		
			• Draw up plans to achieve synchronization of data release when they are needed by users.		
			• Establish PAIRU in NBS, State Offices and stock it with NSS products.		
			• Employ Customer Relations Management Strategy (CRMS) to monitor user-needs & maintain feedback with survey participants.		
			• Develop statistical products and services emerging from the results of customer surveys.		
			• Monitor and assess dissemination policy		
8.	Statistical Auditing (National)/M&E	• Prepare statistical auditing guidelines	• Develop and maintain mechanism for statistical audit

• This should be done by the Coordinating Secretariat in NBS, either alone or in conjunction with a Consultant. | • Number of templates for collating administrative statistics from MDAs developed. | • Availability of data. |

			• 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.		
9.	Data Management		• Advocacy to sensitize producers and users on the benefits of data management and data quality management. • Search for technical and other forms of assistance from development partners to build data management infrastructures. • The NBS will have to prosecute more vigorously its data management project. • 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. • The NBS would encourage and assist in the establishment and sustenance of sectoral data banks at the MDAs and States.	• No of workshops mounted on Data Management. • No of assistance got from Development Partners on data management infrastructure.	• Improved data quality

			• The NBS to encourage and support the development of sectoral information systems (IS). • The NBS to enlarge its information system to incorporate sectoral IS.		
10.	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	• 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.
11.	Data Development Strategy	•Data Standard •Data Modelling	• National development and improvement of administrative statistics system NSS-wide.	•Engage a consultant on gender statistics.	• Gender friendly statistics.

| | | | | • 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. |

			(Industries, Institutions, Religious bodies, Environment & Energy, Geographic Information and Spatial Data). • **Adopt best practice of data collection, analyze & disseminate within international and national levels** • **Embark on the development and strengthening of the system of administrative record keeping for the generation of administrative statistics in a coordinated manner across the NSS.** • **Formulate data element for model.** • **Ensure international concepts of definitions.** • **Capture Corporate data repository for some business enterprises.**		
		<u>**Details:**</u> <u>**Surveys:**</u> • **Modernization of Data Collection Instruments for Agricultural Surveys/Censuses &Retail Price Collection.** • **Digitization of EA maps and lists and creation of Database for**	• **Acquire GIS and GPS technology for data collection.** • **Conduct Content Management Training for Implementing GIS/GPS technology.** • **Convert all EA maps and lists into electronic database using Document Management Systems and others ICT systems.** • **Create robust electronic database for all available Statistical Directories in the**		

	managing Directory of Industries and Businesses in Nigeria
	
	• **Management of Field Operations**
	
	• **Execution of National Integrated Survey of Households (NISH)**
	
	• **Execution of National Integrated Survey of Establishments (NISE)**
		NBS.
		
		• **Design appropriate sampling methods and techniques for respective surveys/censuses.**
		
		• **Establish master sample of EAs and Housing Units from List of EAs.**
		
		• **Establish efficient sampling technique and determine expected variances and error terms for each survey.**
		
		• **Coordinate Statistical production related to data collection from Households resident in Nigeria for the production of:**
		  - **General Household Survey reports for monitoring, Housing conditions, Unemployment, Household Composition, etc.**
		  - **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.**
		  - **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.**
		  - **Nigeria Socio-economic Survey. This**		

			activity provides socio-economic indicators for Quarterly GDP Series, formulation and tracking/monitoring monetary policies, etc. - **Produce data base on Directory of 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.**		
		<u>**System of Administrative Data**</u> • **Coordinate the production of State Statistical Year Book and use data therefrom to produce the Nigerian Statistical Year Book**	• **Finalize the production of Statistical templates for the various sectors in the pilot exercise.** • **Design data stream system for each Ministry for effective linkage with the National Data Centre at the NBS.** • **Periodic (Quarterly) spot-checks on SSAs performance in populating the templates of the State Statistical Year Books.** • **Collation of State data sets for production of the National Statistical Year Book (SYB).** • **Develop tabulation plan for the national SYB.** • **Produce final draft of the SYB.**		

			• Population, Livestock, Industries.		
		Census • Production of National Accounts of Nigeria • Production of the Quarterly GDP series	• Collection & Compilation of government Accounts from state and local governments and the Federal Min of Finance, Budget Office, Debt Management Office, etc. • Collection of Production Accounts from relevant establishments especially the NNPC and Ministry of Energy. • Validation exercise to consolidate the data. • 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. • Use CPI as deflators and input trade data for quarterly GDP construction. • Production of State GDP, CPI & Inflation Rate. • Nigeria Socio-economic Survey. This activity provides socio-economic indicators for Quarterly GDP Series, formulation and tracking/monitoring monetary policies, etc. • Produce database on Directory of	No of SBS Staff trained on GDP, CPI and Inflation Rate compilation.	States GDP, CPI & Inflation Rates.

			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

Programmes	2017	2018	2019	2020	2021	Total
Organization & Institutional Development +	28,593,215	31,452,533	34,597,788	38,057,567	41,863,325	174,564,428
Human Resource Development	2,789,733	3,193,839	4,304,696	4,525,267	4,616,847	19,430,382
Data Management Development *	16,684,195	39,987,079	19,310,265	20,971,339	22,485,383	119,438,261
Infrastructure Development **	5,179,409	5,697,350	6,267,085	6,893,793	7,583,172	31,620,809
Grand Total	53,246,552	80,330,801	64,479,834	70,447,966	76,548,727	345,053,880

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.

Programmes	Activities	2017	2018	2019	2020	2021	Total
Statistical Advocacy		**25,141,771**	**27,655,949**	**30,421,543**	**33,463,698**	**36,810,067**	**153,493,028**
	Statistical Advocacy Workshop for Governors' Forum, Honourable Ministers and Members of National Assembly	802,347	882,582	970,840	1,067,924	1,174,716	4,898,409
	Publicity of NBS, the National Statistical System (NSS) and State Statistical System	1,123,285	1,235,614	1,359,175	1,495,092	1,644,602	6,857,768
	Corporate Image Enhancement Activities	962,815	1,059,097	1,165,007	1,281,507	1,409,658	5,878,084
	Activities on Professional Presence	22,253,324	24,478,656	26,926,522	29,619,174	32,581,091	135,858,767
Organization & Institutional Development		**2,901,963**	**3,192,159**	**3,511,375**	**3,862,512**	**4,248,764**	**17,716,773**

	Institutionalization of Quality Management Techniques, Principles and Practices	580,393	638,432	702,275	772,503	849,753	3,543,356
	Restructuring & Professionalization activities including Jobs Description for all categories of Staff	580,393	638,432	702,275	772,503	849,753	3,543,356
	Coordination, Collaboration and Cooperation Programmes Development and Operationalization	870,589	957,647	1,053,412	1,158,753	1,274,629	5,315,030
	Professional Ethics, Fundamental Principles institutionalization of Best Practices activities and programmes	870,589	957,647	1,053,412	1,158,753	1,274,629	5,315,030
Human Resource Development		**2,789,732**	**3,193,839**	**4,304,695**	**4,525,268**	**4,616,846**	**19,430,380**
	Operationalization of activities related to assessment of Training needs and Five Years Training Programmes	911,002	1,002,102	1,102,312	1,212,543	1,333,797	5,561,756

	Training: *(See Annex V for details)*	1,878,731	2,191,737	3,202,383	3,312,725	3,283,049	13,868,625
		3,891,200	**4,280,320**	**4,708,352**	**5,179,187**	**5,697,106**	**23,756,165**
Infrastructure	Identification, acquisition and deployment of office/Training facilities and equipment *(See Table 4.3 for details)*	1,240,686	1,364,755	1,501,230	1,651,353	1,816,488	7,574,512
	Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination *(See Table 4.3 for details)*	413,562	454,919	500,410	550,452	605,497	2,524,840
	Upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureau. *(See Annex V for details)*	169,140	186,054	204,660	225,126	247,638	1,032,618
	Provide specification and procure adequate project vehicles, Motor cycles, Life jacket and Aprons *(See Annex V for details)*	2,067,811	2,274,592	2,502,051	2,752,256	3,027,482	12,624,192

IT Strategy		1,288,209	1,417,030	1,558,733	1,714,606	1,886,067	7,864,645
	Programmes design and implementation towards IT literacy rate enhancement across the NSS	322,053	354,258	389,684	428,652	471,517	1,966,164
	Annual subscriptions for dedicated Server, Internet and Maintenance of wireless network and Enterprise Antivirus	128,821	141,703	155,874	171,461	188,607	786,466
	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	193,231	212,554	233,810	257,191	282,910	1,179,696
	Optimization of NBS Data recovering Centre, Continuous system & 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	644,104	708,515	779,366	857,303	943,033	3,932,321
		1,809,260	1,990,186	2,189,204	2,408,125	2,648,937	11,045,712

Data Development	Data integrity and data quality enhancement programmes/activities	369,733	406,706	447,377	492,114	541,326	2,257,256
	Adoption & implementation of National MDAs, Sector, State, Data release Calendar	277,299	305,029	335,532	369,086	405,994	1,692,940
	Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses	462,166	508,383	559,221	615,143	676,658	2,821,571
	Encourage and conduct User/Producer, Supplier/Producer and User/Suppliers/Producer dialogues	700,061	770,067	847,074	931,782	1,024,960	4,273,944
Data Dissemination		**2,914,693**	**3,206,162**	**3,526,778**	**3,879,456**	**4,267,402**	**17,794,491**
	Upgrade, maintain and deploy online and offline dissemination systems	1,748,816	1,923,697	2,116,067	2,327,674	2,560,441	10,676,695

	Track, analyse and profile Users of Statistics by purpose, type and occupational groups	437,204	480,924	529,017	581,918	640,110	2,669,173
	Disseminate Statistical products in collaboration with the media and conduct media education workshops.	437,204	480,924	529,017	581,918	640,110	2,669,173
	Engage in micro data dissemination as dictated in the micro data dissemination policy document.	291,469	320,616	352,678	387,946	426,740	1,779,449
Survey		**9,512,086**	**32,116,733**	**10,652,885**	**11,448,220**	**12,009,951**	**75,739,875**
	Design & adopt five- year data production calendar for both National and Sub-national Statistical Agencies	271,923	299,115	329,027	361,930	398,123	1,660,118
	Surveys (See Annex V for details)	8,696,317	31,219,387	9,665,805	10,362,431	10,815,583	70,759,523

	Intensify ICT application in various stages of statistical survey, census and Administration record compilation	271,923	299,115	329,027	361,930	398,123	1,660,118
	Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation	271,923	299,115	329,027	361,930	398,123	1,660,118
Administrative ,Data		**1,573,310**	**1,730,641**	**1,903,705**	**2,094,076**	**2,303,483**	**9,605,215**
	Sensitize and Deploy the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies	235,997	259,596	285,556	314,112	345,523	1,440,784
	Sensitize, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium	393,327	432,660	475,926	523,519	575,871	2,401,303
	Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureau of Statistics) for production of the State Statistical Year Book.	314,662	346,128	380,741	418,815	460,697	1,921,043

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

	Compilation of Energy Statistics and Environment Surveys.	250,000	256,024	281,627	309,790	340,769	1,438,210
Statistical Auditing/M&E		**549,479**	**604,426**	**664,869**	**731,356**	**804,492**	**3,354,622**
	Spot- check activities	109,896	120,885	132,974	146,271	160,898	670,924
	Periodic PITT monitoring & on the spot payments+B44	109,896	120,885	132,974	146,271	160,898	670,924
	Assess inventory valuation of Adjustment	164,844	181,328	199,461	219,407	241,347	1,006,387
	Periodic evaluation, reporting, auditing, and project clinic exercise.	164,844	181,328	199,461	219,407	241,347	1,006,387
Grand Total		**53,246,551**	**80,330,802**	**64,479,832**	**70,447,966**	**76,548,724**	**345,053,875**

BUDGET ESTIMATE FOR NBS 2017- 2021 USD

Programmes	Activities	2017	2018	2019	2020	2021	Total
		9,118,396	10,030,235	11,033,259	12,136,585	13,350,243	55,668,718
Statistical Advocacy	Statistical Advocacy Workshop for Governors' Forum, Honourable Ministers and Members of National Assembly	456,291	501,920	552,112	607,323	668,055	2,785,701
	Publicity of NBS, the National Statistical System (NSS) and State Statistical System	638,807	702,687	772,956	850,251	935,277	3,899,978
	Corporate Image Enhancement Activities	547,548	602,303	662,533	728,787	801,665	3,342,836
	Activities on Professional Presence	7,475,750	8,223,325	9,045,658	9,950,223	10,945,246	45,640,202
Organization & Institutional Development		1,519,983	1,671,981	1,839,179	2,023,097	2,225,407	9,279,647
	Institutionalization of Quality Management Techniques Principles Practices	303,997	334,396	367,836	404,620	445,082	1,855,931
	Restructuring & Professionalization activities including Jobs Description for all categories of staff	303,997	334,396	367,836	404,620	445,082	1,855,931

	Coordination, Collaboration and Cooperation Programmes Development and Operationalization	455,995	501,594	551,754	606,929	667,622	2,783,894
	Professional Ethics, Fundamental Principles institutionalization of Best Practice activities and programmes	455,995	501,594	551,754	606,929	667,622	2,783,894
Human Resource Development		**441,319**	**610,584**	**1,463,115**	**1,399,529**	**1,178,534**	**5,093,081**
	Operationalization of activities related to assessment of Training needs and five years Training programmes	441,319	485,451	533,996	587,395	646,135	2,694,296
	Training: *(See Annex V for details)*	-	125,133	929,119	812,134	532,399	2,398,785
		1,760,307	**1,936,338**	**2,129,971**	**2,342,968**	**2,577,265**	**10,746,849**
Infrastructure	Identification, acquisition and deployment of office/Training facilities and equipment *(See Table 4.3 for details)*	553,302	608,632	669,495	736,444	810,089	3,377,962
	Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination *(See Table 4.3 for details)*	184,434	202,877	223,165	245,482	270,030	1,125,988

	Upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureaus. *(See Annex V for details)*	100,402	110,442	121,486	133,635	146,999	612,964
	Provide specification and procure adequate project vehicles, Motor cycles, Life jackets and Aprons*(See Annex V for details)*	922,169	1,014,386	1,115,825	1,227,407	1,350,148	5,629,935
		492,612	**541,873**	**596,061**	**655,667**	**721,233**	**3,007,446**
	Programmes design and implementation towards IT literacy rate enhancement across the NSS	123,153	135,468	149,015	163,917	180,309	751,862
	Annual subscriptions for dedicated Server, Internet and Maintenance of wireless networks and Enterprise Antivirus	49,261	54,187	59,606	65,567	72,123	300,744
IT Strategy	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	73,892	81,281	89,409	98,350	108,185	451,117
	Optimization of NBS Data recovering Centre, Continuous system & application upgrade to avoid generation gap in data management and the release of NSS- ICT policy document,	246,306	270,936	298,030	327,833	360,616	1,503,721

	Upgrading Internet Bandwidth from 2Mb to 10 Mb and NBS website optimization						
		964,993	**1,061,492**	**1,167,641**	**1,284,405**	**1,412,846**	**5,891,377**
Data Development	Data integrity and data quality enhancement programmes/activities	192,999	212,298	233,528	256,881	282,569	1,178,275
	Adoption & implementation of National MDAs, Sector, State, Data release Calendars	144,749	159,224	175,146	192,661	211,927	883,707
	Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses	241,248	265,373	291,910	321,101	353,212	1,472,844
	Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogues	385,997	424,597	467,056	513,762	565,138	2,356,550
Data Dissemination		**1,540,394**	**1,694,434**	**1,863,877**	**2,050,265**	**2,255,292**	**9,404,262**
	Upgrade, maintain and deploy online and offline dissemination systems	924,237	1,016,660	1,118,326	1,230,159	1,353,175	5,642,557

	Track, analyse and profile Users of Statistics by purpose, type and occupational groups	231,059	254,165	279,582	307,540	338,294	1,410,640
	Disseminate Statistical products in collaboration with the media and conduct media education workshops.	231,059	254,165	279,582	307,540	338,294	1,410,640
	Engage in micro-data dissemination as dictated in the micro data dissemination policy document.	154,039	169,443	186,388	205,026	225,529	940,425
Survey		**8,206,150**	**30,680,203**	**9,072,702**	**9,710,019**	**10,097,930**	**67,767,004**
	Design & adopt five- year data production calendar for both National and Sub-national Statistical Agencies	141,329	155,462	171,008	188,109	206,920	862,828
	Surveys (See Annex V for details)	7,782,162	30,213,816	8,559,677	9,145,691	9,477,169	65,178,515
	Intensify ICT application in various stages of statistical surveys, censuses and Administration records compilation	141,329	155,462	171,008	188,109	206,920	862,828
	Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation	141,329	155,462	171,008	188,109	206,920	862,828

		553,311	608,643	669,507	736,458	810,103	3,378,022
Administrative Data	Sensitize and Deploy the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies	82,997	91,296	100,426	110,469	121,516	506,704
	Sensitize, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium	138,328	152,161	167,377	184,115	202,526	844,507
	Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.	110,662	121,728	133,901	147,291	162,021	675,603
	Ensure that annual releases of key statistical products of administrative nature (eg State Statistical Year Books, Sector Statistics Digest, NBS- Annual Abstract of Statistics, Statistical Factsheets, Nigeria Trade Summary, etc) are achieved.	221,324	243,457	267,803	294,583	324,041	1,351,208
		874,848	943,357	1,037,693	1,141,462	1,255,609	5,252,969
Data from Census	Planning data collection and systems of management	79,779	87,756	96,532	106,185	116,804	487,056
	Census exercise on Solid minerals	66,397	73,037	80,340	88,375	97,212	405,361

	Census exercise on Telecommunication	239,336	263,270	289,597	318,556	350,412	1,461,171
	Climate data of census nature	239,336	263,270	289,597	318,556	350,412	1,461,171
	Compilation of Energy Statistics and Environment Surveys	250,000	256,024	281,627	309,790	340,769	1,438,210
Statistical Auditing/M&E		**549,479**	**604,426**	**664,869**	**731,356**	**804,492**	**3,354,622**
	Spot- check activities	109,896	120,885	132,974	146,271	160,898	670,924
	Periodic PITT monitoring & on the spot payments+B44	109,896	120,885	132,974	146,271	160,898	670,924
	Assess inventory valuation of Adjustment	164,844	181,328	199,461	219,407	241,347	1,006,387
	Periodic evaluation, reporting, auditing, and project clinic exercise.	164,844	181,328	199,461	219,407	241,347	1,006,387
Total		**26,021,792**	**50,383,566**	**31,537,874**	**34,211,811**	**36,688,954**	**178,843,997**

BUDGET ESTIMATE FOR STATES 2017- 2021 USD

Programmes	Activities	2017	2018	2019	2020	2021	Total
		8,153,763	**8,969,139**	**9,866,053**	**10,852,658**	**11,937,924**	**49,779,537**
Statistical Advocacy	Commissioners, State and Local Government Legislators	209,406	230,347	253,381	278,720	306,592	1,278,446
	Publicity of NBS, the National Statistical System (NSS) and State Statistical System	293,168	322,485	354,734	390,207	429,228	1,789,822
	Corporate Image Enhancement Activities	251,287	276,416	304,057	334,463	367,909	1,534,132
	Activities on Professional Presence	7,399,901	8,139,891	8,953,880	9,849,268	10,834,195	45,177,135
		806,835	**887,518**	**976,270**	**1,073,897**	**1,181,287**	**4,925,807**
Organization & Institutional Development	Institutionalization of Quality Management Techniques, Principles and Practices	161,367	177,504	195,254	214,779	236,257	985,161
	Restructuring & Professionalization activities including Job description for all categories of staff	161,367	177,504	195,254	214,779	236,257	985,161
	Coordination, Collaboration and Cooperation Programmes Development and Operationalization	242,050	266,255	292,881	322,169	354,386	1,477,741
	Professional Ethics, Fundamental Principles institutionalization of Best Practice activities and programmes	242,050	266,255	292,881	322,169	354,386	1,477,741

		1,391,700	1,530,870	1,683,957	1,852,352	2,037,588	8,496,467
Human Resource Development	Development and Operationalization of activities related to assessment of Training needs and Five Years Training Programmes	278,340	306,174	336,791	370,471	407,518	1,699,294
	Training: *(See Annex V for details)*	1,113,360	1,224,696	1,347,165	1,481,882	1,630,070	6,797,173
		1,106,894	1,217,583	1,339,342	1,473,276	1,620,603	6,757,698
Infrastructure	Identification, acquisition and deployment of office/Training facilities and equipment **(See Table 4.3 for details)**	357,062	392,769	432,046	475,250	522,775	2,179,902
	Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination **(See Table 4.3 for details)**	119,021	130,923	144,015	158,417	174,258	726,634
	Design, construction, upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureaus **(See Table 4.3 for details) .**	35,706	39,277	43,204	47,525	52,277	217,989
	Provide specification and procure adequate project vehicles, Motor cycles, Life jackets and Aprons**(See Annex V for details)**	595,105	654,615	720,077	792,084	871,293	3,633,174

		406,968	447,665	492,431	541,674	595,842	2,484,580
IT Strategy	Programmes design and implementation towards IT literacy rate enhancement across the NSS	101,742	111,916	123,108	135,419	148,961	621,146
	Procure, install and conduct content Management Workshops for all IT application	40,697	44,767	49,243	54,168	59,584	248,459
	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	61,045	67,149	73,864	81,251	89,376	372,685
	Continuous system & application upgrade to avoid generation gap in data management and the release of NSS- ICT policy document	203,484	223,832	246,216	270,837	297,921	1,242,290
		467,212	513,934	565,327	621,860	684,046	2,852,379
Data Development	Data integrity and data quality enhancement programmes/activities	93,442	102,787	113,065	124,372	136,809	570,475
	Adoption & implementation of National, MDAs, Sector, State, data release Calendar	70,082	77,090	84,799	93,279	102,607	427,857

	Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuses	116,803	128,484	141,332	155,465	171,012	713,096
	Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogues	186,885	205,573	226,131	248,744	273,618	1,140,951
		752,037	**827,241**	**909,965**	**1,000,961**	**1,101,057**	**4,591,261**
Data Dissemination	Upgrade, maintain and deploy online and offline dissemination systems	451,222	496,345	545,979	600,577	660,635	2,754,758
	Track, analyze and profile Users of Statistics by purpose, type and occupational groups	112,805	124,086	136,495	150,144	165,158	688,688
	Disseminate Statistical products in collaboration with the media and conduct media education workshops.	112,805	124,086	136,495	150,144	165,158	688,688
	Engage in micro data dissemination as dictated in the micro data dissemination policy document.	75,204	82,724	90,996	100,096	110,106	459,126
		1,028,172	**1,130,989**	**1,244,088**	**1,368,497**	**1,505,347**	**6,277,093**
Survey	Design and adopt five- year data production calendar for both National and Sub-national Statistical Agencies	102,817	113,099	124,409	136,850	150,535	627,710

	Surveys (See Annex V for details)	719,721	791,693	870,862	957,948	1,053,743	4,393,967
	Intensify ICT application in various stages of statistical survey, census and Administration record compilation, State CPI, Inflation & GDP	102,817	113,099	124,409	136,850	150,535	627,710
	Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation	102,817	113,099	124,409	136,850	150,535	627,710
		509,999	**560,999**	**617,099**	**678,809**	**746,690**	**3,113,596**
Administrative Data	Sensitize, deploy and operationalize the newly developed Compendium of Statistical terms, Concepts, Definitions and Methodologies	76,500	84,150	92,565	101,821	112,004	467,040
	Develop, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium	127,500	140,250	154,275	169,702	186,672	778,399
	Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.	102,000	112,200	123,420	135,762	149,338	622,720

	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.	204,000	224,400	246,840	271,524	298,676	1,245,440
	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	-	-	-	-	-	-
Statistical Auditing/M&E		-	-	-	-	-	-
	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

Programmes	Activities	2017	2018	2019	2020	2021	Total
		7,869,613	**8,656,574**	**9,522,232**	**10,474,455**	**11,521,899**	**48,044,773**
Advocacy	Permanent Secretaries, Director Generals and Directors Statistical Advocacy workshops	136,650	150,315	165,347	181,881	200,069	834,262
	Publicity of NBS, the National Statistical System (NSS) and Federal Ministries, Departments and Agencies (MDAs)	191,310	210,441	231,485	254,634	280,098	1,167,968
	Corporate Image Enhancement Activities	163,980	180,378	198,416	218,257	240,085	1,001,116
	Activities on Professional Presence	7,377,673	8,115,440	8,926,984	9,819,683	10,801,650	45,041,430
Organization and Institutional Development		**575,146**	**632,660**	**695,926**	**765,519**	**842,068**	**3,511,319**
	Institutionalization of Quality Management Techniques, Principles and Practices	115,029	126,532	139,185	153,104	168,414	702,264
	Restructuring & Professionalization activities	115,029	126,532	139,185	153,104	168,414	702,264
	Coordination, Collaboration and Cooperation Programmes Development and Operationalization	172,544	189,798	208,778	229,656	252,619	1,053,395

	Professional Ethics, Fundamental Principles institutionalization of best practices activities and programmes	172,544	189,798	208,778	229,656	252,619	1,053,395
Human Resource Development		**956,714**	**1,052,385**	**1,157,624**	**1,273,386**	**1,400,723**	**5,840,832**
	Development and Operationalization of activities related to assessment of Training needs and Five Years Training programmes	191,343	210,477	231,525	254,677	280,144	1,168,166
	Training: *(See Annex V for details)*	765,371	841,908	926,099	1,018,709	1,120,580	4,672,667
Infrastructure		**1,023,999**	**1,126,399**	**1,239,039**	**1,362,943**	**1,499,238**	**6,251,618**
	Identification, acquisition and deployment of office/Training facilities and equipment **(See Table 4.3 for details)**	330,322	363,354	399,690	439,659	483,623	2,016,648
	Identification and acquisition of requisite ICT infrastructure for data collection, processing, archiving and effective dissemination **(See Table 4.3 for details)**	110,108	121,118	133,230	146,553	161,209	672,218
	Design, construction, upgrade data centres with Internet Connectivity for effective data management at MDAs and State Government Statistics Bureaus **(See Table 4.3 for details)**	33,032	36,336	39,969	43,966	48,362	201,665
	Provide specification and procure adequate project vehicles, Motor cycles, Life jackets and Aprons**(See Annex V for details)**	550,537	605,591	666,150	732,765	806,040	3,361,083

		388,629	**427,492**	**470,241**	**517,265**	**568,992**	**2,372,619**
IT Strategy	Programmes design and implementation towards IT literacy rate enhancement across the NSS	97,157	106,873	117,560	129,316	142,250	593,156
	Procure, install and conduct content Management Workshops for all IT application	38,863	42,749	47,024	51,727	56,900	237,263
	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	58,294	64,124	70,536	77,590	85,350	355,894
	Continuous system and application upgrade to avoid generation gap in data management and the release of NSS- ICT policy document	194,315	213,746	235,121	258,633	284,495	1,186,310
		377,055	**414,760**	**456,236**	**501,860**	**552,045**	**2,301,956**
Data Development	Data integrity and data quality enhancement programmes/activities	83,292	91,621	100,783	110,861	121,949	508,506
	Adoption and implementation of National, MDAs, Sector, State, Data release Calendar	62,469	68,716	75,587	83,146	91,458	381,376

	Development and update of National Statistical Directories of major sectors to support scientific statistical surveys and sample censuse.	104,115	114,526	125,979	138,577	152,434	635,631
	Encourage and conduct User/Producer, Supplier/Producer and User/Supplier/Producer dialogue.	127,179	139,897	153,887	169,276	186,204	776,443
Data Dissemination		**622,261**	**684,488**	**752,936**	**828,230**	**911,053**	**3,798,968**
	Upgrade, maintain and deploy online and offline dissemination systems.	373,357	410,692	451,762	496,938	546,631	2,279,380
	Track, analyze and profile Users of Statistics by purpose, type and occupational groups.	93,339	102,673	112,940	124,234	136,659	569,845
	Disseminate Statistical products in collaboration with the media and conduct media education workshops.	93,339	102,673	112,940	124,234	136,659	569,845
	Engage in micro data dissemination as dictated in the micro data dissemination policy document.	62,226	68,449	75,294	82,823	91,106	379,898
Survey (in collaboration with NBS)		**277,764**	**305,540**	**336,095**	**369,704**	**406,675**	**1,695,778**
	Design and adopt five- year data production calendar for both National and Sub-national Statistical Agencies.	27,777	30,554	33,610	36,971	40,668	169,580

	Surveys (See Annex -- for details)	194,434	213,878	235,266	258,792	284,671	1,187,041
	Intensify ICT application in various stages of statistical surveys, censuses and Administration records compilation.	27,777	30,554	33,610	36,971	40,668	169,580
	Mainstream quality control mechanisms and validation activities in surveys, censuses and Administrative Statistics compilation.	27,777	30,554	33,610	36,971	40,668	169,580
		509,999	**560,999**	**617,099**	**678,809**	**746,691**	**3,113,597**
Administrative Data	Revise and upgrade the Compendium of Statistical terms, Concepts, Definitions and Methodologies.	76,500	84,150	92,565	101,821	112,004	467,040
	Develop, deploy and operationalize Statistical Templates for each sector statistics as contained in the Compendium.	127,500	140,250	154,275	169,702	186,670	778,397
	Operationalize the statistical templates already deployed at State Government Central Statistical Agency (State Bureaus of Statistics) for production of the State Statistical Year Books.	102,000	112,200	123,420	135,762	149,338	622,720

	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.	204,000	224,400	246,840	271,524	298,673	1,245,437
	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.	-	-	-	-	-	-
Statistical Auditing/M&E		-	-	-	-	-	-
	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

S/N	Facilities	2017	2018	2019	2020	2021	Total
1.	Desktop Computers	-	19,295	12,864	6,432	-	**38,591**
2.	Laptop Computers	-	27,102	13,550	4,517	-	**45,169**
3.	HP Printers (B & W)	-	4,517	2,259	753	-	**7,529**
4.	HP Printers (Coloured)	-	2,018	1,345	-	-	**3,363**
5.	ICT						
6.	Project Vehicles	-	843,162	702,635	140,527	-	**1,686,324**
7.	Staff Bus	-	210,790	-	-	-	**105,395**
8.	Motorcycles	-	143,036	71,518	23,839	-	**174,033**
9.	Generators	-	53,952	-	-	-	**53,952**
10.	A/C Split Units	-	48,181	22,284	-	-	**70,465**
11.	GPS	-	947,051	473,526	157,842	-	**1,578,419**
12.	Photocopiers	-	43,162	43,162	-	-	**86,324**
13.	UPS (Industrial)	-	10,790	10,790	-	-	**21,580**
14.	Scanners	-	10,038	-	-	-	**10,038**
15.	Life Jackets	-	30,113	-	-	-	**30,113**
16.	Aprons (customized)	-	9,034	-	-	-	**9,034**
Training Courses							
	Survey Management	-	17,101	18,107	-	-	**35,208**
	Gender Statistics	-	7,401	6,476	-	-	**13,877**
	GDP/CPI Computation	-	14,981	-	-	-	**14,981**
	Macro-Economic Modeling and Accounting	-	-	15,508	-	-	**15,508**
	Trade and Balance of Payment	-	-	15,390	-	-	**15,390**
	M-Soft Application using MS Office, Advanced SPSS etc.	-	7,749	6,780	-	-	**14,529**
	SQL and Oracle	-	15,264	-	-	-	**15,264**
	Web Management and Network	-	-	15,089	-	-	**15,089**

Managing Field Operators	-	14,856	14,856	-	-	**29,712**
Statistical Indicators, Concepts and Definitions	-	4,974	4,974	-	-	**9,948**
Efficiency and Performance Improvement Workshop	-	-	4,452	4,452	-	**8,904**
Corporate Social Responsibility and Customer Relations Management	-	19,373	-	-	-	**19,373**
Procurement Training for Senior Executives	-	1,840	920	-	-	**2,760**
Budget Execution and Public Sector Accounting	-	2,012	1,006	-	-	**3,018**
Advance Auditing Techniques	-	1,781	890	-	-	**2,671**
Interpersonal Skills Improvement Workshop for Secretaries	-	2,720	2,040	2,040	-	**6,800**
Defense Driving Skills and Road Safety	-	2,720	2,040	2,040	-	**6,800**
Litigation	-	1,431	715	-	-	**2,149**
Contractual Agreement and MOUs	-	1,788	894	-	-	**2,682**
Benchmarking for Peak Performance	-	-	3,129	2,086	-	**5,215**
Strategic Planning and Organizing Work		-	3,364	2,242	-	**5,606**
Report Writing and Communication	-	8,903	8,903	-	-	**17,806**
Courses for Skill Development						
Middle Level Statistical Staff Course	-	525,231	525,231	525,231	525,231	**2,100,924**
Computation of CPI	-	18,273	18,273	18,273	-	**54,819**
Analysis of Labour Force Survey	-	2,593	2,593	2,593	-	**7,779**
National Accounts Analysis Course	-	17,949	17,949	17,949	-	**53,847**
Analysis of Social Trends	-	58,334	58,334	58,334	-	**175,002**
Managing Statistical Organization in the 21st Century	-	20,980	20,980	20,980	-	**62,940**
Data Dissemination Strategies	-	58,334	58,334	58,334	-	**175,002**
Sampling Techniques	-	58,334	58,334	58,334	-	**175,002**
Government Finance Statistics	-	18,714	18,714	18,714	-	**56,142**
Academic Courses						
Master's Degree in Statistics	-	10,626	10,626	10,626	10,626	**53,130**

Masters in Computer Science	-	7,084	7,084	3, 542	3,542	**21,252**
Master's Degree in Public Administration	-	3,542	3,542	3,542	-	**10,626**
PhD in Statistics	-	3,622	3,622	3,622	-	**10,866**
PhD in Computer Science	-	3,622	-	-	-	**3,622**

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

S/N	Facilities	2017	2018	2019	2020	2021	Total
1.	Desktop Computers	-	142,782	71,391	23,797	-	**237,970**
2.	Laptop Computers	-	66,851	33,425	-	-	**100,276**
3.	HP Printers (B & W)	-	9,285	9,285	-	-	**18,570**
4.	HP Printers (Coloured)	-	12,442	-	-	-	**12,442**
5.	ICT						
6.	Project Vehicles	-	1,299,875	-	-	-	**1,299,875**
7.	Staff Bus	-	1,299,875	-	-	-	**1,299,875**
8.	Motorcycles	-	278,545	139,272	46,424	-	**464,241**
9.	Generators	-	46,424	-	-	-	**46,424**
10.	A/C Split Units	-	22,284	22,284	-	-	**44,568**
11.	GPS	-	189,410	94,705	31,568	-	**315,683**
12.	Photocopiers	-	37,140	-	-	-	**37,140**
13.	UPS (Industrial)	-	9,285	-	-	-	**9,285**
14.	Scanners	-	7,428	-	-	-	**7,428**
15.	Life Jackets	-	22,585	-	-	-	**2,585**
16.	Aprons (customized)	-	2,785	-	-	-	**2,785**
Training Courses							
	Survey Management	-	19,112	18,107	-	-	**37,219**
	Gender Statistics	-	17,576	16,653	-	-	**34,229**
	GDP/CPI Computation	-	36,954	-	-	-	**36,954**
	Macro-Economic Modeling and Accounting	-	-	-	-	-	-
	Trade and Balance of Payment	-	-	-	-	-	-
	M-Soft Application using MS Office, Advanced SPSS etc.	-	18,404	17,435	-	-	**35,839**

SQL and Oracle	-	-	-	-	-	-
Web Management and Network	-	-	-	-	-	-
Managing Field Operators	-	18,817	17,827	-	-	**36,644**
Statistical Indicators, Concepts and Definitions	-	18,900	17,905	-	-	**36,805**
Efficiency and Performance Improvement Workshop	-	-	16,916	16,026	-	**32,942**
Corporate Social Responsibility and Customer Relations Management	-	-	-	-	-	-
Procurement Training for Senior Executives	-	-	-	-	-	-
Budget Execution and Public Sector Accounting	-	-	-	-	-	-
Advance Auditing Techniques	-	-	-	-	-	-
Interpersonal Skills Improvement Workshop for Secretaries	-	-	-	-	-	-
Defense Driving Skills and Road Safety	-	-	-	-	-	-
Litigation	-	13,592	12,876	-	-	**26,468**
Contractual Agreement and MOUs	-	-	-	-	-	-
Benchmarking for Peak Performance	-	-	-	-	-	-
Strategic Planning and Organizing Work		-	-	-	-	-
Report Writing and Communication	-	16,916	16,026	-	-	**32,942**
Courses for Skill Development						
Middle Level Statistical Staff Course	-	1,050,463	945,417	945,417	945,417	**3,886,714**
Computation of CPI	-	182,725	164,453	164,453	164,453	**676,084**
Analysis of Labour Force Survey	-	-	-	-	-	**-**
National Accounts Analysis Course	-	179,493	161,544	161,544	161,544	**664,125**
Analysis of Social Trends	-	-	-	-	-	**-**
Managing Statistical Organization in the 21st Century	-	209,807	188,826	188,826	188,826	**776,285**
Data Dissemination Strategies	-	-	-	-	-	-
Sampling Techniques	-	-	-	-	-	-
Government Finance Statistics	-	-	-	-	-	-

	Academic Courses						
	Masters Degree in Statistics	-	-	-	-	-	-
	Masters in Computer Science	-	-	-	-	-	-
	Masters Degree in Public Administration	-	-	-	-	-	-
	PhD in Statistics	-	-	-	-	-	-
	PhD in Computer Science	-	-	-	-	-	-

MDAs UNDER NSDS, 2017 – 2021 IN USD

S/N	Facilities	2017	2018	2019	2020	2021	Total
1.	Desktop Computers	-	17,365	-	-	-	**17,365**
2.	Laptop Computers	-	-	-	-	-	-
3.	HP Printers (B & W)	-	-	-	-	-	-
4.	HP Printers (Coloured)	-	-	-	-	-	-
5.	ICT						
6.	Project Vehicles	-	-	-	-	-	-
7.	Staff Bus	-	-	-	-	-	-
8.	Motorcycles	-	-	-	-	-	-
9.	Generators	-	-	-	-	-	-
10.	A/C Split Units	-	-	-	-	-	-
11.	GPS	-	-	-	-	-	-
12.	Photocopiers	-	-	-	-	-	-
13.	UPS (Industrial)	-	-	-	-	-	-
14.	Scanners	-	-	-	-	-	-
15.	Life Jackets	-	-	-	-	-	-
16.	Aprons (customized)	-	-	-	-	-	-
Training Courses							
	Survey Management	-	-	-	-	-	-
	Gender Statistics	-	7,401	6,476	-	-	**13,877**
	GDP/CPI Computation	-	999	-	-	-	**999**
	Macro-Economic Modeling and Accounting	-	-	2,068	-	-	**2,068**
	Trade and Balance of Payment	-	-	2,052	-	-	**2,052**

M-Soft Application using MS Office, Advanced SPSS etc.	-	4,843	4,843	-	-	**9,686**
SQL and Oracle	-	-	2,035	-	-	**2,035**
Web Management and Network	-	-	-	-	-	-
Managing Field Operators	-	2,971	1,981	-	-	**4,952**
Statistical Indicators, Concepts and Definitions	-	9,947	9,947	-	-	**19,894**
Efficiency and Performance Improvement Workshop	-	-	4,452	4,452	-	**8,904**
Corporate Social Responsibility and Customer Relations Management	-	-	-	-	-	-
Procurement Training for Senior Executives	-	-	-	-	-	-
Budget Execution and Public Sector Accounting	-	-	-	-	-	-
Advance Auditing Techniques	-	-	-	-	-	-
Interpersonal Skills Improvement Workshop for Secretaries	-	-	-	-	-	-
Defense Driving Skills and Road Safety	-	-	-	-	-	-
Litigation	-	-	-	-	-	-
Contractual Agreement and MOUs	-	-	-	-	-	-
Benchmarking for Peak Performance	-	-	-	-	-	-
Strategic Planning and Organizing Work	-	-	-	-	-	-
Report Writing and Communication	-	8,903	8,903	-	-	**17,806**
Courses for Skill Development						
Middle Level Statistical Staff Course	-	-	-	-	-	-
Computation of CPI	-	-	-	-	-	-
Analysis of Labour Force Survey	-	-	-	-	-	-
National Accounts Analysis Course	-	-	-	-	-	-
Analysis of Social Trends	-	-	-	-	-	-
Managing Statistical Organization in the 21st Century	-	-	-	-	-	-
Data Dissemination Strategies	-	-	-	-	-	-

Sampling Techniques	-	-	-	-	-	-	
Government Finance Statistics	-	18,714	18,714	-	-	**37,428**	
Academic Courses							
Masters Degree in Statistics	-	-	-	-	-	-	
Masters in Computer Science	-	-	-	-	-	-	
Masters Degree in Public Administration	-	-	-	-	-	-	
PhD in Statistics	-	-	-	-	-	-	
PhD in Computer Science	-	-	-	-	-	-	

PROPOSED COST OF SURVEYS AND CENSUSES FOR NSDS, 2017 – 2021

S/N	NAME OF SURVEY	YEAR					Total
		2017	2018	2019	2020	2021	
		₦	₦	₦	₦	₦	₦
1.	General Household Survey	352,133,000	381,712,172	394,388,960	430,953,042	449,997,803	**2,009,184,977**
2.	National Agricultural Sample Survey	160,000,000	165,000,000	171,000,000	176,000,000	180,000,000	**852,000,000**
3.	National Exportable Crops Survey	62,000,000	65,000,000	65,000,000	70,000,000	70,000,000	**332,000,000**
4.	Crop Cutting Survey	135,000,000	135,000,000	150,000,000	150,000,000	155,000,000	**725,000,000**
5.	Farm Gate Prices	35,000,000	41,000,000	41,000,000	41,000,000	44,000,000	**202,000,000**
6.	Quarterly Labour Force Survey	227,680,000	246,805,120	255,001,600	278,642,980	290,956,826	**1,299,086,526**
7.	Job Creation Survey	148,000,000	160,432,000	165,760,000	181,127,728	189,132,160	**844,451,888**
8.	National Living Standard Survey	-	1,558,651,930	-	-	-	**1,558,651,930**
9.	Multiple Indicators Cluster Survey	-	924,411,942	-	-	-	**924,411,942**
10.	National Agricultural Sample Census	-	950,000,000	-	-	-	**950,000,000**
11.	National Census of Industries and Businesses	-	938,500,000	-	-	-	**938,500,000**
12.	Standardization of Local Units of Measure	28,000,000	28,000,000	28,000,000	31,000,000	31,000,000	**146,000,000**
13.	Corruption Survey	137,701,997	149,268,965	154,226,237	168,524,661	175,972,136	**785,693,996**
14.	Prices Survey	131,280,000	131,280,000	131,280,000	131,280,000	131,280,000	**656,400,000**
15.	Drug Use Survey	133,801,307	145,040,617	149,857,464	163,750,856	170,987,366	**763,437,610**
Grand Total							**NGN12,986,818,869**

PROPOSED COST OF SURVEYS AND CENSUSES FOR NSDS, 2017 – 2021 IN USD

S/N	NAME OF SURVEY	YEAR					Total
		2017	2018	2019	2020	2021	
		$	$	$	$	$	$
1.	General Household Survey	1,767,292	1,915,745	1,979,367	2,162,876	2,258,458	**10,083,739**
2.	National Agricultural Sample Survey	803,011	828,105	858,218	883,312	903,388	**4,276,035**
3.	National Exportable Crops Survey	311,167	326,223	326,223	351,317	351,317	**1,666,248**
4.	Crop Cutting Survey	677,540	677,540	752,823	752,823	777,917	**3,638,645**
5.	Farm Gate Prices	175,658	205,772	205,772	205,772	220,828	**1,013,802**
6.	Quarterly Labour Force Survey	1,142,685	1,238,671	1,279,807	1,398,459	1,460,260	**6,519,882**
7.	Job Creation Survey	742,785	805,180	831,920	909,048	949220	**4,238,153**
8.	National Living Standard Survey	-	7,822,595	-	-	-	**7,822,595**
9.	Multiple Indicators Cluster Survey	-	4,639,458	-	-	-	**4,639,458**
10.	National Agricultural Sample Census	-	4,767,880	-	-	-	**4,767,880**
11.	National Census of Industries and Businesses	-	4,710,163	-	-	-	**4,710,163**
12.	Standardization of Local Units of Measure	140,527	140,527	140,527	155,583	155,583	**732,748**
13.	Corruption Survey	691,102	749,154	774,034	845,795	883,173	**3,943,257**
14.	Prices Survey	658,870	658,870	658,870	658,870	658,870	**3,294,354**
15.	Drug Use Survey	671,525	727,933	752,108	821,836	858,155	**3,831,556**
						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

Request number	**013**
Title of the mission	**REVIEW OF THE NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS) IN NIGERIA (2017-2021)**
Number of experts required	**4**
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.

(v) 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.

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

(vii) 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.

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

geographical information systems, and use of ICT		
• Assess quality and availability of key indicators in main statistical domains • Draft Report on assessment of current status of the NSS	5 days	5 days
Phase 4: *Envisioning phase, strategic goals setting– 4Experts*	**10 days**	**10 days**
• Design of the strategy including overall vision, mission, strategic goals and linkages	4 days	4 days
• Draft Update of the NSDS document	6 days	6 days
Phase 5: *Development of action plans and budgets– 2 Senior Experts*	**15 days**	
• Set out medium-term goals in each of the areas targeted by the NSDS	3 days	
• Develop appropriate indicators to monitor performance	2 days	
• Establish baselines, milestones and targets for each indicator	2 days	
• Establish strategy for linking sector plans, state plans to the NSDS	3 days	
• Prepare an integrated, costed work program for the duration of the NSDS, including a training plan, an ICT development plan, a statistics program including multi-year calendar	2 days	
Phase 6: *Endorsement and adoption of strategy– 2 Senior Experts*	**5 days**	
• Organise consultations with stakeholders (users, producers, financiers) on the draft NSDS	2 days	
• Prepare reports of the consultations with stakeholders	2 days	
Finalize NSDS Report for Management	1 day	
Total	**53 working days per senior expert**	**40 working days per junior expert**

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 <u>Inception Report</u> after the first visit to the National Bureau of Statistics *within 5 days after the commencement of the assignment*

b) Submission of the <u>Draft Report on the Evaluation of the NSMP</u> (2005-2009) and NSDS (2010-2014) *within 15 days of commencement of assignment*

c) Submission of <u>Draft Report on the Assessment of the Current Status of the NSS</u> *within 30 days of commencement of assignment*

d) <u>Draft NSDS Report</u> for in-house discussion *within 42 days of commencement of assignment*

e) <u>Draft Power Point Presentation</u> on the Update NSDS for stakeholders *within 45 days of commencement of assignment*

f) Organise <u>stakeholders' workshop</u> 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 development 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*)

Mechanisms	
Africa Statistics Day celebrations	
User-producer workshops	
Special workshops/seminars for policy makers	
Special workshops/seminars for parliamentarians	
Media workshops	
Feature articles in national newspapers	
Airing TV documentaries on statistical activities	

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*)

Development framework	Yes	No
NEEDS		
Millennium Development Goals (MDGs)		
National Development Plans		
National Strategy for the Development of Statistics (NSDS)		

3. 2   Are key professional staff familiar with the following regional and international guidelines/systems?

(*Tick as appropriate*)

Regional and International Guidelines/Systems	Yes	No
Addis Ababa Plan of Action for Statistical Development		
Fundamental Principles of Official Statistics		
General Data Dissemination System (GDDS)		

4.   Capacity

4.1   Sources of funds for statistical work

Year	Government (Currency…………)		Donors (US$)
	Approved	**Released**	
2004			
2005			
2006			
2007			
2008			

4.2   Who have been the main donors? (*list them*)

....

....

....

4.3   Staffing situation

4.3.1a   What is your staff strength?

Staff Category	Qualification	2004	2005	2006	2007	2008
Statistical Staff	(i) High Degrees					
	(ii) First Degrees					
	(iii) HND					
	(iv) OND and equivalent					
	(v) Others					
ICT	i) High Degrees					
	(ii) First Degrees					
	(iii) HND					
	(iv) OND and equivalent					
	(v) Others					

Support Staff	i) High Degrees					
	(ii) First Degrees					
	(iii) HND					
	(iv) OND and equivalent					
	(v) Others					
TOTAL						

N.B. Attach Organogram

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

Type of staff	Staff turnover as a percentage of staff category		
	2005	**2006**	**2007**
Professional (with degrees)			
Sub-professional (with diplomas)			

(c)   If you think you need more staff specify according to the categorization in 4

Staff Category	Qualification	Number (Quantity)	2004	2005	2006	2007	2008
Statistical Staff	(i) High Degrees						
	(ii) First Degrees						
	(iii) HND						
	(iv) OND and equivalent						
	(v) Others						
ICT	i) High Degrees						
	(ii) First Degrees						
	(iii) HND						
	(iv) OND and equivalent						
	(v) Others						
Support Staff	i) High Degrees						
	(ii) First Degree						
	(iii) HND						

	(iv) OND and equivalent						
	(v) Others						

(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

Equipment	Available		Need	
	Type	Quantity	Type	Quantity
i. Computer				
ii. Printers				
iii. Vehicles (including motor bike)				
iv. Prismatic compass				
v. GPS				
vi. GIS				
vii. Digital Cameras				
viii. LAN Internet Connectivity				

Internet Disc				
ix. Statistical Package Statistical Analysis				
Database Management				

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

Name of Main Regular Publication	Frequency of publication (*EnterMonthly, quarterly, annually, decennially*)	Date last published
Economic Statistics		
Demographic and Social Statistics		
Other regular publications		
Statistical Abstract		

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*)

Criteria	Own-production	From other sources
Prerequisites (*statistical laws, staff level and expertise, infrastructure, Organizational focus on data quality*)		
Integrity (*independence of statistical operations, culture of professional and ethical standards*)		
Methodological soundness (*international/regional standards*)		

Accuracy and reliability (*source data adequacy, response monitoring, validation of administrative data, validation of intermediate and final outputs*)		
Serviceability (*user consultation, timeliness of statistical outputs, periodicity of statistical outputs*)		
Accessibility (*effectiveness of dissemination, updated metadata*)		

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

ASSESSMENT OF DATA PRODUCERS (SBS AND MDAs)

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)

Mechanism	
Africa Statistics Day celebrations	
User- producer workshops	
Special workshops/ seminars for policy makers	
Special workshops/ seminars for parliamentarians	
Media workshops	
Feature articles in national newspapers	
Airing TV documentaries on statistical activities	

Name of Main Regular Publication	Frequency of publications (*Enter Monthly, quarterly, annually, decennially*)	Time Lag	
		Expected Released Time	Released Time
Economic Statistics			

Demographic and Social Statistics			
Other regular publications			
Statistical Abstract			

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.

		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Statistical staff	University graduate										
	OND/HND holders										
	Other School Cert.										
Data Processing Staff	University graduate										
	OND/HND holders										
	Other School Cert.										
Support Staff (Admin/Finance/ Secretary/Driver,	University graduate										
	OND/HND holders										
	Other School Cert.										

5b. Give your projected staff for 2017 – 2021

		2017	2018	2019	2020	2021
Statistical staff	University graduate					
	OND/HND holders					

	Other School Cert.					
Data Processing Staff	University graduate					
	OND/HND holders					
	Other School Cert.					
Support Staff (Admin/Finance/ Secretary/ Driver	University graduate					
	OND/HND holders					
	Other School Cert.					

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

Areas of Training	Duration

5f.   List the critical training needs of the staff..

....

6.   Equipment: Complete the table below

. Equipment	Available		Need	
	Type	Quantity	Type	Quantity
i. Computers				
ii. Printers				

iii. Vehicles (including motor bike)			
iv. Prismatic Compass			
v. Chain			
iv. Others (specify)			

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**	**7. Regional Organizations**
2.	**Public Sector**	**8. International Organisations**
3.	**Private Sector**	**9. Research and Training**
4.	**NGO and other Civil Society**	**Organizations**
5.	**Donors**	**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?

Type of Data	Tick
Economic	
Social	
Demographic	
Environmental	

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

Source of Data	Tick
National Statistical Office	
Own sources	
Government Ministries	
Public Sector	
State Statistical Agency	

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?

How do you get data	Tick
Publications	
Electronically	
CD and Diskettes	
Internet	
Visit the data producer for specified data	
Collect them	

3.6   In which area do you find main data gaps?

Type of Data	Tick
Economic	
Social	
Demographic	
Environmental	

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)

Mechanism	
Africa Statistics Day celebrations	
User- producer workshops	
Special workshops/ seminars for policy makers	
Special workshops/ seminars for parliamentarians	
Media workshops	
Feature articles in national newspapers	
Airing TV documentaries on statistical activities	

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)

Quality Indicator	Rate data from	
Relevance	NSO	Other sources (e.g. line ministries)
Accurate		
Complete		
Consistent		
Timely		
Sufficiently disaggregated		
Easy to access		

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.

9.   A law to establish the Bureau of Statistics in Kaduna State.

10.   Report of the Register of Establishments.

11.   Kaduna State Statistical Master Plan.

12.   Ministerial Platform 2014.

13.   National Bureau of Statistics 2015 Work Programme.

14.   Report of the Annual Survey of Manufacturing Industries (1991 – 1992)

15.   Federal Ministry of Finance 2012 Annual Report.

16.   Assessment of Good Urban Governance in Nigeria.

17.   Anambra State Statistical Master Plan

18.   Anambra State Gross Domestic Product Survey.

19.   Report of the National Census of Industries and Businesses – Phase II (1988)

20.   Multiple Indicator Cluster Survey 2011.

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ANNEX X

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