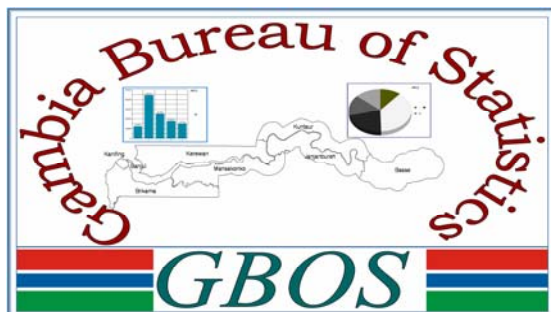




REPUBLIC OF THE GAMBIA

STRATEGIC PLAN FOR DEVELOPMENT OF STATISTICS IN THE GAMBIA: 2008 - 2011



Executive summary

The strategic directions for GBOS and the National Statistical Systems for the next four years are as follows:

Organisational Reform

1. To complete the reform processes, and to ensure the Council considers and puts in place the regulations for the operation of GBOS, including new pay scales and proposals for performance agreements with the Department of State for Finance and Economic Affairs (DoSFEA) and staff, and this includes the ring-fencing of core statistical work in return for an agreed budget from Government, and the formalisation of private work into the agreed work programme for GBOS with the profits being distributed to staff in the form of a performance bonus.
2. To complete the recruitment of staff to GBOS to ensure that the office is fully staffed, and that a training and induction programme is in place to improve the skills of staff and the productivity of the organisation.
3. To improve the financial and human resource management within GBOS to ensure it is an efficient and effective statistical organisation which provides value for money for its funders and timely high quality data to its users within government and civil society.

Work Planning

4. To introduce a planned approach to GBOS work, with annual work programmes which relate to a rolling 5 year strategy which is set by Council after consultation with users. This programme is agreed with funders including the DoSFEA and donor organisations, and that GBOS moves away from an ad hoc survey programme to a regular programme of sustainable surveys, funded by pooled resources.
5. The annual work programme is constrained by the available resources, and an annual budgeting system will be introduced to fit the work programme to the available resources. The priorities and items deleted from the programme will follow user consultations and are agreed by Council.
6. The annual work programme will be monitored by a series of performance indicators which define the contractual agreement GBOS has with Government, and inform the individual performance indicators for staff.

Statistical Priorities

7. Priority is given to economic statistics in the form of revised national accounts, consumer price index and a new producer price index. Regular economic series are maintained with a focus on routine data collection and the maintenance of the business register of establishments. Trade statistics are maintained as a high priority, and tourism statistics are revived and improved with the collaboration of the GTA.
8. Social and population statistics addressed by limiting the number of ad hoc surveys to avoid duplication and ensuring data is fully utilised. The current IHS will be replaced by an annual household survey which will commence in 2009, this survey will incorporate a different specialist module each year to replace the current plethora or uncoordinated surveys.
9. In addition social statistics will be enhanced by strengthening routine statistics in health and education and by completing the reports from the 2003 population census. Strengthening routine statistics in line ministries implies a commitment from staff in GBOS.

10. Population projections will be strengthened to provide reliable information to planners and better denominators for the new PRSP II indicators.
11. The IT system in GBOS will be strengthened to improve electronic access to GBOS information, to improve the quality of data processing and to ensure all data is fully archived and the confidentiality requirements of the Statistics Act are met.
12. GBOS will strengthen its quality control over all official statistics, be introducing quality assurance procedures, and common standards, definitions and nomenclatures.

Funding of Statistics

13. The total budget required to complete the full work programme throughout the strategic plan period (2008-2011) is estimated to USD15,500,000 or about D310,000,000. Of this some D60.8 millions are for salaries and running cost, and D221 millions costs of establishing new systems and procedures for the autonomous office; development costs to complete the revisions to outdated statistical series; for ad hoc statistical surveys; and D28.3 millions are for the costs of running the regular core series of GBOS and the statistical system.
14. The implementation of the strategic plan will depend on the funds from the Government, funds received from development partners; and on the quality of human resources available to GBOS; including those from all relevant stakeholders – producers/users, and technical assistance. In 2004, The Government of The Gambia took a significant step in reforming its statistics system, and has shown a strong commitment to supporting national statistics through its recurrent budget to cover revised salaries scales in GBOS and its minimum running costs. However, in the short-term it is not expected that Government resources will be able to cover all the costs of the work plan, although it is agreed that the Government will gradually increase its funding to core series over the plan period.
15. For the NSS to be sustainable over the period of the strategy and for the longer term, the Government of The Gambia has committed itself to gradually supporting the GBOS and the NSS with the funds it needs, at least from the recurrent budget to ensure availability of funds for the production of regular core statistics series. The GBOS and the entire NSS have committed themselves to creating a viable and sustainable statistics service, producing impartial, timely, and accurate data which will inform the country policy decisions. To achieve this continued dialogue with the main stakeholders must be assured. Donors are asked to commit themselves to support the statistics project for the improvement of the system over the strategic period and beyond if needed, and to support the work which is part of the work programme.
16. Additional funding is needed from international agencies to sustain the organisational changes required, to build the human capacity required and to support core regular series and sustainable surveys. Strengthening other statistical producers together with the coordination of all official statistics from other government agencies is included in these core activities. Efforts should be made by donors to move away from funding discrete ad hoc surveys, to funding some of the core statistical activities of government of The Gambia. Donors are encouraged to buy into the strategy and work programme, either in the form of funding for specific parts of the programme, or by pooled contributions to a statistical fund. Such a fund has the advantage that it channels resources to agreed priorities, avoids duplication and reduces the administrative overhead of having to deal with several donors, through the use of uniform reporting and accounting procedures. In turn this creates a focus on commonly agreed outputs, improving the potential for efficient management within GBOS; and improves coordination and the efficiency of donor assistance. This strategy is in harmony with the recent DAC led Paris Declaration on donor harmonization.

17. Once the likely resources for the strategy is known, a further round of prioritization may be required. This will be led by GBOS and subject to the approval of the Council.

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Abbreviations

ADB	African Development Bank
ASYCUDA	Automated System for Customs Data
BOP	Balance Of Payments
CBEMP	Capacity Building and Economic Management Project
CPI	Consumer Price Index
CSD	Central Statistics Department
CWIQ	Core Welfare Indicators Questionnaire
DAC	Development Assistance Committee
DHS	Demographic and Health Survey
DOS	Department of State
DOSA	Department of State for Agriculture
DOSE	Department of State for Education
DOSFEA	Department of State for Finance and Economic Affairs
DOSH	Department of State for Health
EA	Enumeration Area
EMIS	Education Management Information System
GBOS	Gambia Bureau of Statistics
GDDS	General Data Dissemination System
GDP	Growth Domestic Product
GIS	Geographic Information System
GoTG	Government of The Gambia
GRA	Gambia Revenue Authority
GTA	Gambia Tourism Authority
HMIS	Health Management Information System
ICT	Information Communication Technology
IDA	International Development Agency

IHS	Integrated Household Survey
IHSN	Integrated Household Survey Network
IMF	International Monetary Fund
IT	Information and Technology
LAN	Local Area Network
MDGs	Millennium Development Goals
MICS	Multiple Indicators Cluster Survey
MIS	Management Information System
NA	National Accounts
NSC	National Statistics Council
NADA	National Agricultural Development Agency
NSS	National Statistical System
OPM	Oxford Policy Management
PMS	Performance Management System
PPI	Producer Price Index
PRSP	Poverty Reduction Strategy Paper
RLMS	Rural Labour Market Survey
SNA	System of National Accounts
TA	Technical Assistance
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USA	United States of America
WB	The World Bank

1 Background and introduction

1.1 The Gambia socio-economic context

1. The Republic of The Gambia is located on the West African coast and extends about 400 km inland with a land area estimated at 10,689 km². The Gambia is bordered on the North, South and east by the republic of Senegal and on the West by the Atlantic Ocean. The Gambia has a tropical climate with two seasons, rainy season (June-October) and dry season (November-May). The total population is estimated at 1.36 million (2003 Census) with a population density of 128 persons per km². The annual population growth rate is estimated at 2.74%. According to the 2003 Census, the rural population is estimated at 50% of the total; women constitute 51% of the total population and the overall average life expectancy at birth is estimated at 64 years. The population living below the poverty line represent about 63% of the total population. The three last years average annual economic growth has been estimated at 5% and the annual inflation rate has been maintained at less than 5%.

1.2 The National Statistical System of The Gambia

2. Until recently, the official statistical system in The Gambia had declined to a stage where it was no longer providing an effective service to the Government and other users of statistics. Among the causes was the low level of funding made available by the Government to CSD, and reliance on donor funding. One of the results of this under-funding was that the Central Statistics Department (CSD) was unable to attract and retain qualified personnel. A central statistics agency requires a core of highly qualified technical personnel to maintain statistical standards and to ensure that the statistics it provides to users to make decisions and reliable and credible.
3. Recently, the Government of The Gambia committed itself to re-establishing an effective and efficient statistical system that aims to meet the needs of the country and other development partners in terms of relevant and timely statistical information for better decision making. The Capacity Building for Economic Management Project (CBEMP) funded jointly by the International Development Association (IDA) and the Government of Gambia (GOTG) has included support for building capacity for the Gambia National Statistical System through the Gambia Bureau Of Statistics (GBOS) work program.
4. A medium-term strategy and master plan for statistics was prepared earlier under the CBEMP in 2004, and this resulted in a number of surveys being conducted and several statistical series strengthened; these include:
 - i) The design, implementation, processing and analysis of a comprehensive national integrated household survey (IHS) to collect data on household incomes and expenditure in 2003 and 2004;
 - ii) Analysis of the 2003 national population census;
 - iii) A national price survey in 2004 and 2005; and
 - iv) A comprehensive economic census of business establishments in 2004/2005.
5. Following the recommendations of the 2004 statistics Master Plan and the 2006 Implementation Plan, the new "Statistics Act 2005" came into law in January 2006 which created the semi-autonomous bureau – The Gambia Bureau of Statistics (GBOS). Reform processes are well underway to provide GBOS with a new staff and governance structure. In

addition a new building for GBOS has been constructed and occupied by GBOS (with CBEMP support).

6. The 2004 Master Plan recommended the elaboration of a five-year Strategic Plan, which would form the basic for the annual Work Programme and Financing Plan. It was anticipated that the Strategic Plan should be reviewed and updated annually, to take into account of success or failure to meet the targets specified in the previous year's Strategic Plan, and to include any changed priorities or new perception of needs.
7. Therefore the Gambia already had a comprehensive master plan for the statistics system (Hodgkinson 2004) and this had been supplemented by further planning documents such as the Implementation Plan (Strode, Gafishi, and Straker, 2006). Any further planning work must build on these existing documents rather than starting with a clean sheet, but must also take into account revised GoTG priorities as set out in the new PRSP and progress to date in implementing the existing plans.
8. Although the statistics strategy for GBOS is already in place, additional support is required from various development partners to place the National Statistical System (NSS) of The Gambia in general and the GBOS in particular on a firm strategic and financial footing for its continued sustainable development so that it will be able to support efficiently the monitoring and evaluation of the implementation of the PRSP II and other statistics user needs.

1.3 Strategic Plan format

This Strategy updates the 2004 Master Plan and is presented in sections as follows:

Section 2. Review of the current needs of key users

Section 3. Situational analysis of the National Statistical System

Section 4. Strategic directions and objectives

Section 5. Implementation and monitoring arrangements

Section 6. Resource requirements and financing arrangements

Section 7. Detailed action plan with plans shown in

Annex A Activities and timing

Annex B Detailed costing of activities

The plan is ambitious and depends on the human and financial resources planned being made available. A more detailed annual work programme which relates these strategic actions to available resources is the next step in the process. It is anticipated that further refinement of the priorities will be required once the resource base and planned inputs of funding agencies to GBOS is known. The Council will have a key role in agreeing these priorities.

2 Review of the current statistical needs of key users

2.1 Statistical needs of the PRSP II

1. The Government of The Gambia completed its second generation of the Poverty Reduction Strategy Paper (PRSP II) in December 2006. This PRSP II is a five year national planning framework covering the period 2007-2011 to assist The Republic of The Gambia in its efforts to achieve the MDGs and the goals set in the Vision 2020.
2. The long term goal of the PRSP II is to eradicate poverty by increasing significantly national income through sustained economic growth and reducing income distribution inequalities through specific poverty reduction priorities. In this regard, the Government of The Gambia renews its commitment, made at the September 2005 World Summit to prepare and implement national development strategies to achieve the Millennium Development Goals (MDGs) by 2015. The MDGs, which set clear targets for reducing poverty, hunger, illiteracy, disease, discrimination against women and environmental degradation as well as requisite global partnerships in support of such efforts, are simply operationalising the objectives of sustainable human development.
3. The PRSP II has five pillars of intervention namely¹:
 - i) Create an enabling policy environment to promote Economic Growth and Poverty Reduction.
 - ii) Enhance the capacity and output of productive sectors: Agriculture, Fisheries, Industry, Trade and Tourism, with emphasis on productive capacities of the poor and vulnerable populations.
 - iii) Improve coverage of the basic social services and social protection needs of the poor and vulnerable populations.
 - iv) Enhance governance systems and build the capacity of local communities and civil society organisations to play an active role in economic growth and poverty reduction.
 - v) Mainstreaming poverty related cross-cutting issues into poverty reduction.

2.1 Data needs for sustainable economic growth

4. The PRSP II puts great emphasis on maintaining a *sustainable economic growth*. The macroeconomic framework for 2007 to 2011 is focussing on the improvement of fiscal and monetary policy coordination, real sector development, and the external sector. To monitor this objective will require reliable and timely economic indicators. GDP is the most important economic indicator; it is seen as a reference/base for other economic indicators, as is the inflation rate. Therefore, there is a need for the GoTG to enhance and improve, through GBOS, the production, analysis and dissemination of timely and reliable national accounts statistics, as well as price statistics.
5. Other economic statistics should of course be given particular attention. These include: external trade statistics and the balance of payments (BOP); government finance statistics; and monetary statistics. Projections of key macroeconomic indicators taken from the PRSP II is

¹ Poverty Reduction Strategy: 2007-2011, Department of State for Finance and Economic Affairs, Banjul, November 2006

shown in Table 2.1 below. These targets are ambitious and will need very careful monitoring if they are to remain on track.

Table 2.1 Projection of key Macroeconomic indicators - 2006-2011

Indicator	2006	2007	2008	2009	2010	2011	Aver.
Real GDP growth (%)	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Fiscal deficit (including grants) as % GDP	3.2	2.5	3.1	3.1	3.1	3.1	3.0
Export growth (%)	6.3	5.3	4.8	4.5	4.5	4.5	4.9
Current Account deficit (excluding grants) as % GDP	17.9	18.4	17.5	15.0	15.0	15.0	16.5
Current Account deficit (including grants) as % GDP	11.8	6.8	6.7	5.0	5.0	5.0	6.7
Gross official reserves as months of imports (including transit trade) c.i.f.	4.5	4.6	4.7	4.8	4.9	5.0	4.8
Broad money growth	10.0	12.0	10.6	10.0	10.0	10.0	12.5
Inflation (period average)	4.0	5.0	5.0	5.0	5.0	5.0	4.8
Domestic Debt Stock (% of GDP)	30.5	28.5	26.5	24.5	22.5	20.5	22.2

Source: PRSP II, November 2006

- Economic indicators will be one of the regular core outputs of GBOS and will therefore receive the highest priority from DOSFEA in its regular budget allocations to GBOS. From the beginning, donors should assist in providing technical assistance to put in place a consistent and comprehensive system of the production of these outputs and provide training to GBOS staff to ensure sustainability.

2.2 Data needs for productivity sector

- The PRSP II has identified the *productive sector* as one of its foci. The sectors concerned are the following: agriculture, tourism, fisheries, trade and industry, and infrastructure, and private sector development. Reliable and timely statistics in this sector will help to monitor the sustainability of The Gambian economy.
- The *agriculture sector* contributes 33% to overall GDP and employs 68% of the total labour force. 91% of the extremely poor and 72% of the poor are reliant on the agriculture sector. The PRSP II aims to invest much more in this sector in order to raise income, improve food security, and therefore meet the MDG1 “*eradicate poverty and hunger*”. To monitor the development of this sector towards the expected output requires relevant agriculture statistics in terms of production estimates and productivity improvements; the availability and access to fertilisers, agricultural income and consumption; access to agriculture services; development of horticulture; livestock; and access to agriculture credit through microfinance, among others.
- The *fishery industry* is composed of two fisheries sub-sectors: artisanal and industrial. It is mentioned in the PRSP II that artisanal fishery supplies almost all fish consumed locally and is also the main supplier of raw high value fish and shrimps to processing plants. While data could be easily collected from industrial fishery agencies, the artisanal fish industry data will need to be collected through specific surveys focused on persons engaged in fishing. This data also will improve national accounts estimates of the fishery sector.
- Tourism* is an important sector in the national economy. It is contributing 16% of GDP, it is estimated to support over 10,000 direct and indirect jobs and earns an average of \$39 million in foreign exchange per year. The strategy to develop the tourism industry has four pillars: (i) to

increase visitor arrivals by promoting The Gambia as an attractive tourist destination; (ii) to establish and maintain quality standards for the tourism industry; (iii) to develop the human resource base of the tourism industry, and (iv) to promote both foreign and local investment in the sector. The tourism industry targets the following products: conference tourism, eco-tourism, culture and heritage tourism, river cruising, and sports and health tourism. The monitoring and evaluation of the outputs related to the strategic objectives requires reliable and accurate tourism statistics. Key tourism indicators should be developed and regularly produced. GBOS should liaise with the Gambia Tourism Authority to improve collection, analysis and publication of tourism statistics.

11. The *manufacturing* sector development will require quarterly monitoring indicators. The 2004 Economic Census carried out by GBOS is a base and benchmark for a quarterly manufacturing / business survey which will provide the necessary indicators on a regular basis.
12. The external *trade* sector requires regular data for its monitoring. GBOS produce a regular quarterly and annual publication on external trade statistics. These efforts have to continue to be supported in order to maintain the production and improve the quality and dissemination of this product.
13. The availability of reliable supply of affordable sources of *energy* is seen as one of key determinants of socio-economic development and has direct impact on the poor. The PRSP II priority interventions in the energy sector focus are on improving electricity supplies, renewable energy, managing fuel wood, and regional initiatives related to energy development. Reliable data are needed to monitor the development of this sector throughout the period. Data on electricity production, consumption, import and export could be collected and analysed regularly using the national electricity agency information. Other use of energy data will be obtained from surveys and census.
14. The PRSP II focuses on the development of *transport*, mainly on road transport, maritime transport and air transport. Administrative data from road, maritime and airport agencies should be organised by the national statistical system so as to inform the progress toward the PRSP II targets. Currently GBOS produces annual publication on air, sea and land transport statistics. The quality of this product has to be improved and be published to an agreed and known schedule.

2.3 Data needs for delivery of social services

15. *Delivery of social services* is another key pillar of the PRSP II. The emphasis is on the health and education sectors, together with some other specific social indicators. The sector requires a proper monitoring system for the MDGs, as the sector targets include progress towards achieving the MDGs. The development of the health sector will focus on access and delivery of primary health services; and among the expected outcomes is the reduction of child mortality (MDG 4), the improvement of maternal health (MDG 5) and combating of HIV/AIDS and other diseases (MDG 6). The education sector priorities will be; to provide access to relevant and high quality basic education for all (MDG 2); to provide high quality of education services; and ensuring gender equity in education (MDG 3). Access to safe water and adequate sanitation is critical for basic health needs. Only 62% of household in The Gambia has access to an improved water source. The main objective of the PRSP II is to meet the target of provide access to safe water to 90% of the peri-urban and rural area population, and to 100% of the Greater Banjul.
16. To monitor progress in this area, the framework of Poverty Monitoring System proposes to put in place a *Permanent Household Survey* to provide regular measurement and analysis of

poverty as well as to provide periodic updates of the key social indicators². Some African countries are now conducting an annual light household survey to enable data on this sector to be collected, processed and analysed, and disseminated more quickly and regularly than the current periodic surveys make possible.

2.4 Data needs for local government and decentralisation

17. The fourth pillar of the PRSP II is to promote *local government and decentralisation*, and there is a need to monitor progress in good governance. A survey on governance was conducted in 2006 in The Gambia with the support of the United Nations Economic Commission for Africa (UNECA). This survey is comprehensive and could serve as a tool for the governance monitoring in the course of the PRSP II period.

2.5 Data needs for cross-cutting issues

18. *Gender, HIV/AIDS, and environment* are cross-cutting issues in the PRSP II. Ensuring effective mainstreaming of gender perspectives in sector policies, programmes and projects needs a set of key indicators, which should be regularly monitored. The importance of gender statistics was further strengthened at the Fourth World Conference on Women (Beijing 1995) in setting the generation and dissemination of gender-disaggregated data and information as strategic objectives for planning and evaluation (Platform for Action and the Beijing Declaration, United Nations 1996). Producing statistics that adequately reflect gender issues implies that where possible all statistics are produced taking into consideration the different socio-economic realities that women and men face in society. This means that all data - both those of individuals as well as those not directly related to individuals - are collected, compiled, and analysed, taking into consideration that gender-based factors influence women and men differently - this can be called the gender mainstreaming of statistics. All indicators, qualitative and quantitative, must be disaggregated by gender.
19. Baseline statistics on HIV/AIDS can be provided through a Demographic and Health survey with a special module on HIV/AIDS. This survey has been a successful exercise in many African countries, and has shown more reliable, and often lower rates, of HIV infection than was previously estimated from sentinel sites. The Gambia has not yet conducted a DHS survey, even the standard version. Other potential indicators on fighting HIV/AIDS should be provided by the health information management (HIM) of the Department of State for Health (DOSH).
20. The 2004 Master Plan for statistics observed that environmental statistics were an important, but rather difficult field, and may not be accorded the priority that they warrant. Nevertheless a start will be made with some of the more simple series. For example meteorological data will be incorporated in the database, and perhaps data on forest clearance and soil erosion. A scoping exercise on available environmental statistics will initially be combined with Gender statistics.
21. Unfortunately, the Monitoring and Evaluation Framework of the PRSP II does not show a set of key clear and measurable outcome monitoring indicators. There is therefore a need to select with the PRSP policy makers, a clearly defined set of monitoring indicators, both intermediate and final, corresponding to the objectives of sector priorities covered in the PRSP II and other sector documents, and determine explicit data requirements for these indicators.

² PRSP II, November 2006, p24

3 Situational analysis of the national statistical system

3.1 Institutional and legal framework

3.1.1 The New Statistics Act 2005

1. "The Statistics Act 2005" came into law in January 2006 and has put the fundamental principles of official statistics into effect. "The Statistics Act 2005" indicates that "*the principles of official statistics is to provide the Government, the economy, the public and international organisations with data about the economic, social, and environmental situation in order to assist in planning, decision making, monitoring, and assessment of policies or other actions*". This act should be revised every five years to take into consideration any new aspects of the statistics development.
2. For the National Statistical System (NSS) to be effective, it is crucial that the components of the system are identified, assessed, coordinated and are contributing effectively to the production of timely and reliable statistical products. To maximise the scarce resources available, all elements of the NSS must be well coordinated and strengthened so that there is collaboration, networking and information sharing between all parts of the statistical system. Not only does this achieve synergies and improve cost-effectiveness, but it avoids the publication of conflicting data series which will lead to loss of credibility in statistics, and confusion among users.
3. To ensure coordination of the National Statistical System, the Statistics Act 2005 has established the Gambia Bureau of Statistics (GBOS) as the principal body responsible for monitoring and coordinating the national statistical system, and be the principal source of official statistics information.

3.1.2 The National Statistics Council

4. The Statistics Act 2005, created the National Statistics Council (NSC). It has the mandate of managing the affairs of the Gambia Bureau of Statistics (GBOS). The NSC comprises seven (7) members, including the Chairman, who was appointed by the Cabinet late in 2006. The Council is now operational. The NSC has reviewed and adopted the GBOS organisational structure with seven directorates and has appointed the Deputy Statistician General, six (6) of seven (7) directors. All are now appointed, and the remaining one position is still being advertised. The NSC has not yet started the recruitment of the remaining profession staff of GBOS, if this situation continues then GBOS risks losing some of its existing well qualified staff.

3.1.3 The Gambia Bureau of Statistics (GBOS)

5. GBOS was created in 2006 to replace the former Central Statistics Department (CSD). Previously, CSD was unable to provide relevant and timely statistics to users due to many causes which are well described in the 2004 Master Plan. The Master Plan supported the creation of a semi-autonomous body and set out the advantages of having such a statistical institution. The Bureau is a semi-autonomous body. It is headed by the Statistician General and supervised by the National Statistics Council. The Bureau was established by the Statistics Act 2005 in December 2005 to be the principal source of official statistics information. GBOS has also the mandate to provide data to users in a timely manner, and to promote better use of statistics for policy making.

3.1.3.1 The role of GBOS within the NSS

6. The Statistics Act 2005, describes the functions of GBOS as the principal body in The Gambia with the following responsibilities:
7. GBOS as the coordinator of the national statistical system, should be responsible for:
 - i) Monitoring and coordinating the national statistical system;
 - ii) Collecting and disseminate official statistical data;
 - iii) Compiling and disseminating statistical estimates needed for central economic management;
 - iv) Carrying out central functions required for all other statistical services.
 - v) Review all initiatives to collect data and approve instruments developed for data collection, including census frames, registers, sample designs and questionnaires, as well as reports or publications out of those initiatives.
8. GBOS as the national statistical authority and for better performance of its functions, should:
 - i) Be the principal source of official statistics information and provide high quality central statistics information services;
 - ii) Coordinate statistical policy across government and promote standardisation in the collection, processing and dissemination of statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistics information;
 - iii) Provide guidelines, training and other assistance as may be required to other users and providers of statistics;
 - iv) Promote cooperation, coordination and rationalization among users and providers of statistics at national and local levels to avoid duplication of effort and ensure optimal utilisation of scarce resources, and be the national focal point of cooperation with statistics users and providers at regional and international levels
 - v) Maintain the integrity and validity of national statistics

3.1.3.2 Implementation Plan of GBOS

9. The Gambia Bureau of Statistics has already been provided with several documents for its implementation plan under the CBEMP project, to support the new governance arrangements and recruitment to the agency. The support provided by OPM in 2006 (Strode, Gafishi, and Straker, 2006) covered the following areas of GBOS transformation:
 - i) Regulations and Principles Governing the Operation of the Statistics Council;
 - ii) Organizational Structure and Staffing for GBOS;
 - iii) Proposed Job Descriptions, Qualifications and Competences;
 - iv) Strategy for Recruiting and Selecting Staff for the new Bureau of Statistics;
 - v) Recommendations for GBOS Remuneration Package;
 - vi) Performance Management Processes;
 - vii) 2007 Strategic Priorities and Draft Budget for the Gambia Bureau of Statistics;
 - viii) GBOS Move to the New Building;
 - ix) Skills Audit of Staff and Initial Training Needs Assessment;
 - x) Internal Policies and Procedures Manual 2006;

- xi) Delegation Orders for the Gambia Bureau of Statistics;
 - xii) Regulations and Principles Governing the Operation of the Conference of Official Statistics.
10. These documents are compiled in a formal handbook, the Guide to the Transformation of GBOS, and for presentation to Council for comment and amendment.
11. The Council has made amendments to the GBOS organisational structure and has agreed the medium pay scenario in the proposed pay scales. The Council has also appointed most of the directors. However, the Statistics Council should as soon as possible, discuss and make decisions on the remaining issues contained in the Guide to the Transformation so that GBOS can start be operational and deliver the much needed statistical outputs. The most urgent action of all is to recruit the remaining professional staff, and to implement the pay agreement. The more the remaining measures are delayed, the more GBOS's reform will suffer. It may adversely affect the goodwill and enthusiasm from users and other producers of statistics.

3.1.3.3 GBOS Organisational structure

12. The organisational structure for GBO proposed by OPM in the Guide to the Transformation of GBOS Has been amended by The Statistics Council. The new GBOS structure is now composed of the SG's Office; the Deputy Statistician General is also in charge of Demographic statistics. There are seven other directorates namely: National Accounts, Prices, Social statistics, Quality and Dissemination, Information and Technology, Finance and Administration, and Support Services.

3.1.3.4 The New Physical Infrastructure and Equipment

13. The Capacity Building for Economic Management Project (CBEMP) has funded the new building where GBOS is now housed. The new building is well equipped with new furniture and computing equipment, however although the building has incorporated the physical infrastructure for a computer network, there is not yet an installed central server or an internet connection. GBOS is sharing the building with the Planning Commission – a potential key user of statistics. This maybe a great opportunity for GBOS to focus its production on the planning demand of statistics, and maybe an entry point for statistical advocacy.

3.1.4 The Conference of Official Statistics

14. According to the Statistics Act 2005, the Bureau shall organise an annual conference of producers and users of statistics, known as the Conference of Official Statistics. Among the other responsibilities of the Conference is to adopt guidelines for ensuring the relevance of official statistics, and adopt uniform standards and definitions for official statistics. This Conference met last year in 2006 for the first time.
15. The GBOS is planning to organise a GDDS workshop in November 2007 at the African Statistics Day commemoration which will coincide with the second Conference of Official Statistics. The aim of the workshop is to exchange views on the role of GBOS within the NSS, and to discuss and adopt the five year (2007-2011) Statistics Strategy.
16. This Conference should supply the means and the opportunity for GBOS to start addressing the its low standing with data suppliers and users of statistics from which it has suffered for many years, a hangover from the image of the old CSD. At this Conference GBOS will have an opportunity to show the effectiveness of its reforms and to make a new start as GBOS.

3.1.5 Human Resource Capacity Building

17. The GBOS has inherited its current human resources from the former CSD. The old structure includes more junior and clerical staff than are necessary for a modern statistics office. The

GBOS currently has a complement of 61% non-professional staff, even though computers have now replaced many of their former activities. Most other statistical agencies in Africa who have undergone reform have found the means to redeploy surplus unskilled staff in other government agencies.

18. In the current establishment of GBOS, only few staff members have university degrees, hold a Post Graduate or a Master's degree. The few who have Master's degrees are in topics related to statistics: economics, social statistics, demography and social science. Those with post graduate degrees are related to computer science and population and sustainable development. All of these staff members have sound practical experience in general statistics.
19. The remaining professional level staff in GBOS hold Diplomas in Statistics or in Computer Science. It seems, from a detailed analysis, that most of the training undertaken at this level has been through specific short courses of one year or less, rather than by accredited academic courses. Currently most of these professionals with diplomas hold position of Senior or Principal Statistician. The majority of the other GBOS staff have secondary school level ("O" level or less) educational qualifications.
20. The job requirements and competences for each post in GBOS specify the educational qualifications, work experience and personal competences required to qualify as a candidate for the post. In the GBOS organisational structure, a total of 47 professional staff are required as opposed to the 15 professionally qualified staff they inherited from the old CSD. It is hoped these professional staff will transfer to the agency staff, but there will need for additional recruitment to GBOS of approximately 29 new graduates and professional staff to complete the new establishment requirements and to carry out the new work programme.
21. The shortage of professional statisticians experienced by GBOS is not very different from the problems experienced by other statistical producers within the NSS. These include the Directorates of Planning in the Education, Health and Agriculture ministries, all of whom are short of professional statisticians. If the NSS should be efficient and effective, building human capacity by training professionals in statistics should be a priority for the coming five years.
22. The 2004 Master Plan, recommended improving statistical training in The Gambia. There are a number of advantages to providing in-country training as it will allow a critical mass of people to be trained at the same time in country. The personnel will be retained in country, some can be run as part-time courses, a critical mass of personnel will be trained, and it will be much cheaper than training people outside The Gambia.
23. A number of the present staff members who are currently in professional posts in the statistical system do not possess the basic academic requirements to meet the GBOS job requirements and competences, and this also applies to some posts in the NSS. These staff have important and valuable experience obtained on the job, yet they lack formal training. The assumption is that the majority of these people will be appointed to posts at a similar level to those they already hold in GBOS, and that their practical experience will be taken as equivalent to some formal training, this is very necessary to maintain existing skills and experience. All of them should be given the opportunity to obtain the minimum post requirements at some stage in the future, and be offered incentives to do so. At present, this may involve at least one year of overseas training, unless local or regional training courses can be established which would be advantageous in allowing them to obtain formal qualifications on the job.
24. Given the limited statistical training opportunities in The Gambia it is likely that new recruits to the GBOS will have relatively little formal training in statistics. They may also have little or no experience in the practical aspects of gathering, processing and analysing data in surveys and censuses, in national accounts and other economic statistics, which are the core activities. Consequently various types of training courses need to be put in place as soon as possible to

raise statistical and other professional knowledge, skills and abilities within the GBOS and in other line statistical services of the NSS.

25. Recruitment of skilled and/or competent people following the proposed staffing strategy should be seen as the highest priority of GBOS. This will enable the staff to carry out their respective tasks against agreed performance targets. If this is not done, then the activities and expected outputs should be curtailed to meet the resources available. This will require choices to be made about several priority areas of statistics.
26. At the earliest opportunity development of professional courses linked to formal statistical training centres outside the country should be explored to provide The Gambia with the in-country training programme it needs.

3.2 Production of Statistics

3.2.1 Regular statistics production

3.2.1.1 Economic Statistics

27. A number of statistical activities have been conducted by GBOS recently to improve economic statistics. These include a comprehensive national integrated household survey (IHS) to collect data on household incomes and expenditure in 2003 and 2004, a national population census in 2003, a national price survey in 2004 and 2005 and a comprehensive economic census of business establishments in 2005. These sets of data have helped to generate the new basket for the consumer price index and a new CPI series; they will also help GBOS to generate new series of national accounts; the production of a producer price index; and the development of the business register.

i) National Accounts

28. The existing annual GDP estimates are based on 1976/1977 prices. They are also based on the 1968 SNA, rather than the currently recommended 1993 SNA. However, the progress which has been made in producing the Economic Census is highly encouraging. The Economic Census conducted in 2005 collected variables designed to allow estimates for most industries to be expressed in terms of the 1993 SNA. The Integrated Household Survey conducted in 2003 should allow compiling the expenditure side of GDP, and together with the economic census data, to provide data for re-benchmarking the national accounts statistics and the production of the PPI and new CPI.
29. The IMF mission report (N. David Hughes, August 2007) on the GDDS module of national accounts has raised some concerns over the economic census data processing and its analysis which must be addressed before the national accounts benchmarking can be undertaken. One of the issues raised by Hughes is the lack of a unique serial number for each enterprise or establishment. Instead serial numbers appear to be allocated within each enumeration area. While it will be relatively simple to add a suitable number to the phase 1 results, the task of matching the units in the phase 2 sample to the list from phase 1 is potentially much more challenging. One of the major recommendations of the report is to make rapid progress with cleaning the raw data in order to come up with the comprehensive new national accounts estimates in well-documented Excel work sheets.
30. While there is understandable pressure from CBEMP to get a report out as soon as possible, many of the points raised by the IMF report may require a significant amount of work to resolve. Furthermore the establishment of a solid current price base for the production accounts, which appears to be the ambition of the phase 2 report, normally requires fully cleaned Economic Census data. One compromise might therefore be the publication of phase 2 results for the sample only with no attempt to produce national estimates; however without

the application of national weights the data will be misleading. National estimates could then be produced along with complete cleaned dataset at a later date.

31. It will be crucial to establish the roles of the respective IMF and CBEMP/GBOS support parties, especially if the IMF are willing and able to devote the amount of time necessary to address the issues raised in the IMF report. A workable approach that may be pursued is for the IMF to take responsibility for producing definitive baseline estimates and for the CBEMP/GBOS team to take responsibility for implementing and publicly launching a system of annual indicators of change. The methods underlying this system of annual indicators should be designed so that they are collectable using the regular financial resources available of the office. This will ensure that regular series are maintained, and are not reliant on donor support. Deflated value estimates will produce better volume estimates than quantity indicators wherever they are available as values per physical unit vary widely for even the most detailed and apparently uniform quantity measure.

ii) Consumer Price Index (CPI)

32. It is extremely encouraging that GBOS have managed to produce and publish a revised price index using the IHS and the help they have received from their household survey experts is to be welcomed. The CPI has moved from the 1974 base year to 2004 prices. A new CPI based on the 2004 prices and 2003 IHS weights is produced and disseminated to 23 selected key users every month. However there are some serious issues that still need to be addressed. This publication is simply a table summarising the monthly CPI by the high level groupings. Neither more detailed analysis nor graphics are included with these series to allow users to understand easily the inflation pattern. It is recommended that the publication is extended to include commentary and graphics.
33. Regarding price data collection, GBOS plans to collect prices from 28 markets and to establish regional offices in order to do this. Collecting good price data in Africa is extremely difficult. For example, prices may change substantially between morning and evening so it is important that price relatives are always calculated using prices collected at the same time of day. Products are frequently not available and have to be replaced with others fitting the same item description which requires careful judgments about comparability. This is particularly difficult in small, essentially rural, markets, where the full range of products found in larger towns are rarely if ever available. For all these reasons careful monitoring of price collectors by highly trained and experienced staff is essential. If this is not possible; then the data collected will either be thrown away or changed by head office staff, therefore the extra collection will be for no purpose, or bad data will contaminate the estimates. It is therefore highly inadvisable to stretch the very limited available professional resources and collect data from locations that cannot be regularly visited by senior staff. It is often claimed that users require collections in every region because they require indices for every region. In practice however it is usually impossible to calculate accurate regional indices with the resources available and there is no indication that this will be possible in the Gambia. It should also be recognised that the proportion of cash purchases in small centres is often very small and contributes very little to the national CPI. Regional market prices are important, but may not need to be part of the national CPI.
34. The formula used to calculate the CPI should ensure that price relatives used for the CPI are derived from like to like price comparisons; that is exactly the same products, at the same time of month, and in the same place. The present system uses fixed base prices that are apparently an average from the National Price Survey. Price relatives produced using these results will be misleading. The size of the error will depend on the extent to which price levels vary between locations. Evidence from elsewhere in Africa suggests that this variation can be substantial. If price collection in the current period is largely in the more expensive markets

close to Banjul, then the estimated price relatives will be biased upwards. This bias is also likely to be substantial.

iii) Producer Price Index (PPI)

35. A PPI would be of great value in improving the conversion between current and constant price series in the National Accounts and would be an important addition to the range of outputs of GBOS. However the establishment of a PPI should be done once the economic census data are cleaned and the report published.

iv) External trade statistics

36. The publication on the national trade statistics seems to be the most well regarded regular publication of GBOS. A quarterly summary publication, as well as an annual publication, (including a time series of total imports and exports; totals by main commodity groups and partner country) is being produced on time using EUROTRACE software, and distributed to a few principal users. The raw data comes from customs declarations using ASYCUDA for data entry and are sent by the Gambia Revenue Authority (GRA) on an electronic copy to GBOS for compilation, tabulation and analysis. Main exporting agencies provide GBOS with complementary raw data which are entered by data entry clerks in the trade statistics section. As these companies have the raw data on their computer, it seems that there is no need to re-enter manually the data by GBOS clerks as this exposes the series to many new entry errors. These data should be provided in electronic copy and the work needed will be to harmonise the formats. The statistics being produced from Customs data seem to be of reasonable quality. However, the data on quantities have to be seriously checked by GRA to improve data entry on quantities.
37. An index of Imports unit values will be very valuable for National Accounts purposes as a deflator when expenditure side estimates are prepared, and every effort should be made to bring this information to fruition. In order to allow user accessibility to all this information, publications should be posted on the GBOS website once it is developed, and be regularly updated.

v) Tourism and transport statistics

38. There has been an interruption in the compilation of tourism by GBOS for five years, no data have been compiled since 2004. The role of compilation has now been given to the Gambia Tourism Authority (GTA), but no official publication of tourism data is yet available. It is recommended that data compiled on tourism should be coordinated by GBOS with the collaboration of GTA, as this is one of The Gambia's major industries. Periodic surveys of departing tourists at the airport would also be useful for National Accounts estimation, although this may be difficult, as virtually all tourists travel on packages, and only part of the revenue accrues to The Gambia. However other countries have been able to obtain estimates from tourists, and support this with information obtained by travel operators. The collection of monthly data on room occupancy in the main tourist hotels should be resumed when resources permit, and the register of hotels regularly updated and maintained.
39. It is encouraging that GBOS has managed to produce and publish data on transport annually. The 2006 version of publication is being finalised and expected to be published before the end of this year. Efforts have to be made to improve the quality of the publication as well as the schedule of publication. The publication of tourism and transport statistics would be in the same annual publication, while tourism data should be produced quarterly.

vi) Agriculture statistics

40. The rural population of Gambia is estimated to be 67% of the whole, and is dependent mainly on subsistence agriculture. Routine statistics on agriculture are compiled by the Department

of Planning in the Department of State for Agriculture. The unit in charge of agriculture statistics conducts an annual survey of crop and livestock production to produce estimates country wide. The capacity of the unit is a serious problem. It is important to note that only one of the staff has a university degree out of 3 professionals, 4 entry clerks, 6 supervisors and 39 enumerators. All are permanent staff. The creation of the National Agricultural Development Agency (NADA), which is already in place, should address the poor human and financial capacity of the agricultural statistics unit, as the agency will include the former DOSA Department of Planning. The current thinking is that with the new agency structure, will continue to employ the 39 enumerators on temporary contracts.

41. The annual survey sample is drawn from the 2003 population census sampling frame provided by GBOS, and updated by listing those households engaged in farming in the selected villages. The agricultural estimates are produced from the district level up to the national level. Due to inadequate funding to this survey, the sample size has been reduced from 666 households to 233 households, insufficient to provide for district level estimates. Dairy cattle are not covered by this survey, and neither are fisheries and forestry. A proper methodology and institutional framework for fisheries and forestry statistics should be developed; and the capacity building for agriculture statistics using a robust methodology should be a priority.
42. However an alternative range of statistics on agriculture have also been collected by GBOS through the IHS 2003. The IHS collected variables designed to allow estimates for crop production (Section 5a) including use of agriculture inputs, livestock (Section 5b), and consumption of and expenditure on food. It is necessary to reconcile these results with the statistics provided by the Agriculture Department, to ensure that they are in harmony. Specific attention should be paid to any information contained in the IHS, to ensure that any existing data on agriculture is fully utilized. With this regard, further analysis of IHS should focus on informal sector and agriculture outputs and this maybe an alternative to a survey on the cost of agriculture inputs. This approach of obtaining data on small scale farming from household surveys is becoming increasingly common in Africa; however issues of seasonality and crop cycles can make this problematic.
43. To address the issue of the cost of agricultural inputs to the poor in particular, a specific survey is required, and this is already anticipated by GBOS and the DOSA authorities. Currently, the Department of Planning – DOSA is preparing an agriculture survey which will include a module about the cost of agriculture inputs. GBOS should liaise with this department to analyse the module of agriculture inputs, and provide them with existing information from the IHS to ensure that an additional survey really is justified. However, if the survey on the cost of agricultural inputs has to be conducted, this might be included as part of the annual IHS module. This will represent a substantial cost and resource saving.
44. As indicated in the Master Plan, there will also be important ongoing tasks such as provision of assistance to the Agricultural Agency on compliance with the GBOS standards, definitions, classifications and methodologies etc, and also in the evaluation of the quality of the statistics produced. This quality assurance will decide whether the statistics can be classed as “national statistics” and hence included in the national data base. Given the importance of agriculture sector in the national economy, direct linkages with the Agriculture Agency would enable enhancing especially the National Accounts statistics developments.

vii) Employment and earnings

45. The GBOS has obtained funds commitment from UNDP to conduct a Rural Labour Market Survey (RLMS) this year (2007) which is expected to last for 6 months. Preparation activities are ongoing and data collection is expected to be done before the end this year or early next year, 2008. The main objective of the survey is *to provide primary data to inform the ongoing study on the Impact of Macroeconomic and Social Policies on Employment and Poverty Reduction in The Gambia, in order to provide policy options to engender pro-poor economic*

growth in The Gambia. It is expected that the survey will provide data on employment and poverty trends. The survey has two set of questionnaires. The draft household questionnaire allows collecting information on general characteristics of the household members, education, on health, as well as the employment related to the household. The other one is an individual employee questionnaire describing in details more variables on individual employment and earnings. To a certain extent this will duplicate information already contained in the IHS.

46. It is important that the employment data collected in IHS 2003 be fully analysed so that comparison of employment indicators from the two surveys will be done where possible. At the preparation phase of the RLMS, it is critical to harmonise some definitions with the IHS employment module to allow possible comparison and trends. A one off ad hoc survey tends to contribute little in developing information on trends over time, and while exploratory questions and approaches can be valuable in testing hypotheses and developing new series, the survey should be designed using the results of the IHS and its findings planned to enhance the annual IHS questionnaires.
47. There is considerable scope to harmonise the content of surveys in The Gambia, the recent IHS, the Agricultural Survey and the proposed Rural Labour Market Survey all sample have a similar rural agricultural population. This results in considerable duplication of effort and wasted resources. It is a consequence of a relatively unplanned approach to data collection, which relies on donor resources being available to carry out targeted surveys. The Gambia should strive towards attracting donor funds to input to a planned number of surveys, which would enable funds to be pooled and savings to be made in survey costs and their human resource implications.

3.2.1.2 Social statistics

viii) Education, Health and other Social statistics

48. Education and health statistics are collected and compiled by the relevant Departments of State (DOSE, DOSH). They have well developed Management Information Systems (Education MIS and Health MIS) in place to collect, compile and analyse the relevant routine statistics. However, data on the IHS2003 sections on education (section 3) and health (section 2) has not been analysed yet to complement the existing administrative data collected by the line Departments of State (DOS). As recommended by the Master Plan, detailed analysis of this information should be the responsibility of the directorate of social statistics in GBOS, and should be undertaken in liaison with the line DOS. Sufficient capacity should be given to the DOSE and DOSH Planning Directorates to enable them to improve the quality and coverage of the relevant statistics. GBOS will need to play a role in this and work with the relevant ministries to help them improve data quality and to coordinate with and explain discrepancies between the routine data and survey data collected by GBOS. This is important is it starts to solve data discrepancies in the statistical system, and will by the further analysis of household survey data enable the planners to gain a better understanding of those who are not accessing the services provided, and thereby design more effective policies to meet the PRSP II and MDG targets.

ix) Migration and vital statistics

49. Considering the current priorities of GBOS consist mainly of completing staff recruitment, training, organisational development and management; and in establishing its key regular statistical series and publications and PRS II indicators, migration and vital statistics data collection might not be seen as a priority for GBOS. The 2002 General Population Census and Housing has collected variables that will be able to provide detailed information for analysis of migration. This analysis should be done and constitutes a viable alternative to a migration survey. In addition population projections are a vial component of any monitoring system, as

they provide the denominators for rates such as the primary enrolment rates. Once again it is recommended that GBOS focus on full analysis of data it already has, rather than embarking on new surveys, however, the preparation of a full-scale registration of vital events is recommended and the GBOS should play a key role in designing the operation.

x) Gender statistics

50. The importance of gender statistics was strengthened at the Fourth World Conference on Women (Beijing 1995) and set the generation and dissemination of gender-disaggregated data and information as a strategic objective for planning and evaluation (Platform for Action and the Beijing Declaration, United Nations 1996). Producing statistics that adequately reflect a gender issue implies that all statistics are produced taking into consideration the different socio-economic realities women and men face in society. This means that all data - both those on individuals as well as those not directly related to individuals - are collected, compiled, and analysed, taking into consideration that gender-based factors influence women and men differently. All indicators, qualitative and quantitative, must be disaggregated by gender. GBOS should analyse the results of all surveys and census data on gender and produce a Gender report, and should assure further gender sensitive surveys and census data collection and analysis. Enterprise based surveys present a particular challenge to gender statistics, but employment and earning offer a valuable insight into the economic participation of women in a country.

xi) Environment statistics

51. As stated in the 2004 Master Plan for statistics, environmental statistics are an important, but rather difficult field, and may not be accorded the priority that it warrants. Nevertheless a start could be made with some of the more simple series. For example meteorological data could be incorporated in the database, as could information on deforestation and soil erosion.

xii) Administrative records – health and education sectors

52. Lower administrative levels indicators provide regular data monitoring the progress towards the Government development targets, unlike surveys if well collected they are able to provide information at small administrative area level. To be able to report towards the PRSP2 targets at the lower administrative levels, GBOS will need to reinforce the quality of administrative sources of statistics from the local government administration. Building capacity in these lower administrative processes will be a long process, but it has to start quickly in order to take account of the needs of the decentralisation policy for The Gambia. This activity, once established, will reduce the need for carrying out large household surveys, and will help monitor the progress of improved service delivery and better local governance at smaller administrative areas than is possible using surveys. Good quality administrative record systems are hard to establish, particularly in countries where the culture of record keeping is poor. They have inherent weaknesses in monitoring service delivery as they record the users of services, rather than those who are not accessing them, and these weaknesses are usually addressed by periodically supplementing routine systems with administrative data.

3.2.2 Statistics projects - Surveys and Census

53. It is extremely encouraging that CSD/GBOS have managed to conduct the General Population Census and Housing in 2003 and several major surveys such as the Integrated Household Survey (IHS) in 2003/04, the Economic Census in 2004/06, and two Multiple Indicators Cluster Surveys (MICS) in 2002 and 2005/06. These operations constitute a strong base for GBOS data, especially in revising national accounts and prices base year, producing poverty profile report, produce population structure and projections, and many other social indicators.

54. However, there has been a considerable delay in analyzing the surveys, producing reports and disseminating results from the respective studies. The fourteen drafts volumes of the census are not yet published. Only four volumes of the IHS had been published by March 2007 :

- *Methodology of the Analysis of The Gambia Integrated Household Survey,*
- *Poverty Analysis of The Gambia Integrated Household Survey,*
- *Living Standard Analysis of The Gambia Integrated Household Survey, and*
- *The Consumption of Households of The Gambia Integrated Household Survey.*

55. The statistical users need the other sections of the IHS to be analyzed in-depth, and used as proxy baseline indicators for the PRSP II implementation plan. The analysis carried out to date has focused on poverty estimates. However the survey also contains a wealth of economic information on agricultural activities, services and manufacturing outputs, inputs and employment as well as social statistics such as education and health. Full exploitation of this existing dataset is more urgent than launching new surveys. At a minimum the full dataset should be made available to academic users worldwide as long as they are willing to provide GBOS with copies of their research results.

56. Economic Census report Phase 1 has been published but Phase 2 has yet to be finalized and further data cleaning is needed. The 2005/06 MICS report is being finalized. These delays indicate immediate need to build strong capacity in GBOS in management, data collection, data processing, data analysis and dissemination. They also indicate a need to change the reward system in GBOS from data collection towards analysis, publication and dissemination. GBOS should not be encouraged to undertake further surveys until the existing data has been fully analyzed and reported on

3.2.3 Information and Technology (IT)

57. Good ICT equipment and new office furniture have been provided to GBOS under the CBEMP project and by other development partners like UNICEF and UNFPA. The new GBOS building has full LAN network infrastructure built into the structure. The GBOS does not yet have an operational internet connection and website. Data entry activities are not coordinated in one place by one unit and this can lead to weak data archiving and confidentiality protection of individual data as required by the Statistics Act. Some archiving work has been done in a way that every survey or census has its own CD with no link to other survey results. GBOS should develop an electronic system which preserves the confidentiality of individual data. It is recommended that the services of the International Household Survey Network be requested in order to assist and support GBOS in its electronic data archiving. A website should be developed as soon as possible and the connection to internet should be made to allow GBOS to disseminate its existing products. Organisation and equipment of the data entry laboratory should be well designed and better organised.

3.2.4 Data Dissemination and Archiving

58. It is stressed in the Master Plan that a comprehensive database of national statistics should be built up, the web site should be developed, a small range of publications should be prepared and disseminated, and an efficient system of coordinating requests for information (whether in person or by telephone, mail or internet) should be established.

59. Dissemination, information giving and archiving are the most important area for developing both the GBOS as a statistical centre promoting and supporting a culture of evidence based decision making in the Gambia. It is the area where the results of GBOS's transformation are

likely to be seen most quickly, and appreciated by users. It is critical to support the creation of a dissemination system and the creation and maintenance of a website, as this will be the most effective way of raising the profile of the bureau's outputs in the press and broadcast media and among key users. It will improve data access for the general public, and help and encourage subject area statisticians to interpret their publications for users and the public. It is the key to changing the image of GBOS.

60. The GBOS should be encouraged to create the simplest possible website as soon as possible with a commercial site host (the cost is less than \$40 a month for a site hosted in the US) and begin regular monthly updates by posting *.pdf* files. More sophisticated software can be used once the principles of regular monthly updating and gathering electronic copies of all reports and datasets in one place have been established.
61. In order to build its credibility, GBOS should pay special attention to the development of a high quality website for statistical dissemination. It must ensure that the statistical information regularly updated and posted on the website to improve its service to users.
62. At the same time, GBOS should take full advantage of DEVINFO development and highly supported by UNICEF, and of the NESSTAR based system for archiving surveys and data. This system which is being introduced by the World Bank and the Household Survey Network, ensures that all surveys are securely stored, accessible and have complete metadata, which is a quality prerequisite.

4 Strategic directions and objectives

1. The role of high quality statistical information is to enable decision-makers and other users to make evidence-based decisions. The purpose of the NSS is to provide stakeholders and the public with timely, high quality statistics which have the confidence and full support of their users. Confidence in statistics depends on their credibility, relevance, integrity, accessibility and timeliness, and on the objectivity, reputation and professionalism of the agency producing it.
2. On that basis, the NSS of The Gambia has identified its vision, mission, core values and a number of strategic pillars in order to focus and guide the system over the next five years:

4.1 Mission

3. 'Our mission is to lead in developing and producing statistical data and information of high quality, and to advance their effective use in both public and private policy decision-making. Our mission is the starting point for all of our programs and actions'.

4.2 Vision

4. 'Our vision is to be premier among better national statistical systems, producing impartial, timely, and accurate data which will inform the country policy decisions at all levels thus advancing the quality of life and economic well being of all Gambians'.

4.3 Core values

5. Our core values will be focused in five key areas as follows:
 - **Relevance:** the degree to which products and services are useful and responsive to the needs of The Gambia and other stakeholders.
 - **Accuracy:** the correctness, validity, and reliability of data and information products.
 - **Timeliness:** the timing of information releases.
 - **Cost-effectiveness:** the cost-effectiveness of amount used to produce data products and services.
 - **Dissemination:** the availability, accessibility, and distribution of statistical products and services.

4.4 Strategic pillars and directions

6. To effectively achieve our mission a number of strategic pillars have been identified as follows:
 - i) Managing and Building Human Capacity Development throughout the Gambia NSS to enable them providing with users timely high quality statistics;
 - ii) Improving economic statistics for a better monitoring of programs implementation towards a sustainable economic growth;
 - iii) Improving social and demographic statistics for a better monitoring of the social services delivery programs and projects impact on the Gambia population, especially on the poor;
 - iv) Developing strong coordination and dissemination systems to improve quality of and easy users' accessibility to statistical information;

- v) Improving Management Information System (MIS) as a milestone for data processing, storage and accessibility to statistical information.

4.5 Strategic Pillar One: Managing and Building Human Capacity Development in GBOS and throughout the Gambia NSS

4.5.1 Strategic directions

- 7. It is crucial to ensure the organizational frameworks established by GBOS to govern and manage itself are effective and efficient to develop and recognize a high performing workforce; to provide a safe and supportive work environment. Therefore, GBOS will complete the reform processes, and ensure the Council considers and puts in place the regulations for the operation of GBOS, including new pay scales and proposals for performance agreements with the Department of State for Finance and Economic Affairs (DoSFEA) and staff, and this includes the ring-fencing of core statistical work in return for an agreed budget from Government, and the formalisation of private work into the agreed work programme for GBOS with the profits being distributed to staff in the form of a performance bonus. It will also ensure that a training and induction programme is in place to improve the skills of staff and the productivity of the organisation. GBOS will improve the financial and human resource management to ensure it is an efficient and effective statistical organisation which provides value for money for its funders and timely high quality data to its users within government and civil society.

4.5.2 Objectives

- 8. The following overall objectives support this pillar:
 - i) To identify and recruit people with skills and competence requirements for the GBOS and the NSS;
 - ii) To prepare and implement comprehensive strategies and plans for building capacity to continuously improve the quality of statistical outputs and services in The Gambia;
 - iii) To prepare and implement comprehensive Performance Management System through clear performance indicators and Performance Contract;
 - iv) To achieve recognition for the performance of the GBOS, the NSS and its staff;
 - v) To provide a career structure, new payment scale, incentives and rewards that motivate staff to remain within the Service;
 - vi) To create a learning organization and a culture of evidence-based decision making in The Gambia.

4.5.3 Strategies

- 9. The strategy to achieve the above objectives should focus on the following:
 - i) **Recruitment of skilled and competent staff:** The highest priority for GBOS is to identify and recruit as soon as possible people with skills and competences required for key identified positions in GBOS as specified in the staffing strategy in the Annex 2 of GBOS Implementation Plan report, 2006. Increasing its professional staff component dedicated to statistical quality and coordination is the only way that GBOS will be able to support and coordinate the entire NSS.
 - ii) **Governance arrangements of GBOS:** It is most urgent that the council discuss and adopt the governance working regulations of GBOS as proposed in its Implementation Plan report

2006, in order to place the Bureau on a better management footing for its continued sustainable development.

- iii) **Training need assessment:** There is a need to undertake a comprehensive assessment of training requirements in the NSS when the recruitment to the GBOS has been completed. It is at this point that the skills gaps, and the training needs of the new appointees can be gauged.
- iv) **Ultimate need for Training:** in order to meet the demand for statistical personnel in all public institutions, a substantial and sustained investment will be made in statistical training at all levels. The Statistician General will ensure that statistical training becomes a major and ongoing activity of GBOS and the entire NSS. Consequently various types of training need to be undertaken as soon as possible to raise statistical and other professional knowledge, skills and abilities within the GBOS and other line statistical services of the NSS.
- v) **Training programmes within the Gambia:** there is a need to establish statistical training programmes in The Gambia. There are a number of advantages to providing such in country training as it will allow a critical mass of people to be trained at the same time in country and will be much cheaper than the high cost of training people outside The Gambia. Linkages with the School of Economics and Management in the University of The Gambia will be given maximum possible support. The school is making a valiant effort to build up its teaching capacity in statistics. It is now offering some training in applied statistics and econometrics, but is not yet in a position to produce graduates majoring in statistics. Future recruitment of professional statisticians will likely to be focussed on graduates from this School, so close liaison will be maintained in the GBOS's interests.
- vi) **Overseas training programme:** a number of the present staff members who are currently in professional posts do not possess the basic academic requirements to meet the GBOS job requirements and competences as well as some of those for the NSS. The assumption is that the majority of these people will be appointed to similar posts in GBOS. Thus, all of them will be given the opportunity to obtain the minimum post requirements. This may involve at least one year of overseas training.
- vii) **Technical Assistance (TA):** All technical assistance provided to GBOS will involve fully local GBOS staff in capacity building, and will be well documented to assure a better and easy continuity and sustainability.
- viii) **Performance Management System:** The GBOS will introduce a Performance Management System (PMS) to provide a basis for measuring and managing its performance and producing information on the Mission Statement, performance goals and performance targets that the Bureau will adopt. These goals and performance targets will constitute its agreed levels of *annual performance contract* with DOSFEA.

The first step is to establish a performance contract with DOSFEA specifying the regular outputs that will be produced using the recurrent budget. These must be the office's first priority with any additional work whether ad hoc analyses or donor funded surveys fitting in around them. All extra work must be contracted for with the statistics office with GBOS distributing the funds in a manner that does not privilege ad hoc work over core outputs. The proceeds of this additional work will be distributed as performance rewards, this is a system that has been successfully adopted in Tanzania.

- ix) **Incentives and allowances:** Any performance related pay scheme that is introduced must have clear criteria published before the period for which the scheme will be in operation begins and be transparently applied. In many contexts a team reward is more satisfactory than an individual reward as it encourages teamwork, and ensures that favouritism is limited. Experience of other offices shows that *survey allowances* can create perverse

incentives that severely disrupt the work of the statistics office. The widespread practice of allowing staff to undertake private work using office time and facilities can be equally disruptive. However simply banning such payments is unlikely to be feasible. Instead the office will establish clear procedures for ensuring that such survey work continues without disrupting the regular work of the office. This might mean giving priority to core work, but allowing GBOS to bid for work formally and the profits distributed to the staff and office in a transparent manner.

4.6 Strategic Pillar Two: Improving economic statistics for a better monitoring of programs implementation towards a sustainable economic growth.

10. The main focus of this pillar is to provide professional statistical input to produce improved National Accounts and Gross Domestic Product (GDP) estimates, Consumer Price Index (CPI), Producer Price Index, External Trade and Transport statistics, Agricultural statistics, Public Finance statistics, Monetary statistics, Business surveys, Employment and earnings, and Key economic indicators.

4.6.1 Strategic directions

11. Economic statistics are used by the Government and other stakeholders to formulate and assess economic policies (both macro and micro), to evaluate economic performance, to understand the main drivers of economic growth and to understand the structure of the economy. Priority is given to economic statistics in the form of revised national accounts, consumer price index and a new producer price index. Regular economic series are maintained with a focus on routine data collection and the maintenance of the business register of establishments as well as a quarterly business survey. Trade statistics are maintained as a high priority, and tourism statistics are revived and improved with the collaboration of the GTA.

4.6.2 Objectives

12. The following overall objectives support this pillar:

- i) To provide relevant and timely economic indicators and statistical information reports to users.
- ii) To collect economic data from different sources in conformity with international and national agreed standards.
- iii) To improve the quality, timeliness and reliability of official economic statistics in The Gambia.
- iv) To promote the use of economic statistics in monitoring and developing effective sound economic policies in The Gambia.
- v) To provide advice to the Government, public and private agencies, and to the general public on the quality and reliability of economic statistics in The Gambia.

4.6.3 Strategies

13. The strategy to achieve the above objectives should focus on the following:

- i) **National accounts (NA):** Revised national accounts are the current top priority in economic statistics. Considerable work has been done so far; however, there are still problems which need to be sorted out as described in some detail in the recent report by the IMF/GDDS expert (see 3.2.1.1). Economic Census data will require further work before

national accounts estimates are produced. A comprehensive set of documented worksheets and backup files will be finalised. The National Accounts team must be fully trained in using this system in order to build capacity and sustainability in national accounts production. The IMF/GDDS mission is currently working on building this system.

Once a comprehensive dataset is in place, new NA estimates can be produced and rebased on the year 2004. Further in-dept assessment of the quality of existing data (surveys, administrative data) will be conducted before envisaging the construction of a heavy and full Supply and Use Table (SUT). Efforts will be put in the improving of data collection in different NA sectors to improve NA estimates.

Users are likely to require a back series to be launched at the same time as the new series. This back-series should be prepared by applying the existing industry growth rates to the new 2004 levels. Attempts to obtain the raw data and calculations underlying these growth estimates and revise them are unlikely to be productive.

- ii) **Prices statistics (PS):** Maintaining the production and publication of the new rebased *Consumer Price Index (CPI)* is a high priority and should be strongly supported. Careful monitoring of price collectors by highly trained and experienced staff is essential, and this is unlikely to be the case in the smaller centres (see 3.2.1.1). The option developing of regional CPI price should be re-examined and alternatives for gathering regional prices, not as part of the CPI, be considered as an alternative to providing local price information to farmers and policy makers. The current publication requires deeper analysis, interpretation and graphical commentary.

A **Producer Price Index (PPI)** survey is a very important single element for any set of National Accounts indicators. Value measures based on administrative sources will be thoroughly investigated. Despite the well known problems of using administrative sources they will outperform direct enquiries unless these cover sectors with only a handful of participants (e.g. electricity); or are covered regularly by very well trained enumerators using a regularly updated, and a truly comprehensive business register, and a high response rate is obtained. It is recommended that routine data systems are used as a source.

- iii) **External trade statistics (ETS):** The quarterly publication on trade statistics will be maintained and improved, and an index on imports unit values as well as export index will be introduced and published. This will be very valuable for national accounts as a deflator for the expenditure side for GDP estimates.
- iv) **Tourism and transport statistics (TTS):** It is urgent for GBOS to resume the publication of quarterly tourism statistics with the collaboration of GTA and maintain and improve the transport annual publication.
- v) **Agriculture statistics (AS):** Compilation of agriculture statistics is the responsibility of the Directorate of Planning in The DoS of Agriculture. However, this directorate (the new agency once established) should be strengthened in order to be able to produce regular agricultural estimates. GBOS will play a greater role in developing national agriculture surveys, as well as in reconciling statistics provided by the Department of Agriculture with the data from the household surveys to ensure their consistency. The annual agriculture survey on production estimates will need to be done to complement household survey data and for the agriculture sector planning purposes. This is very important for the improvement of national accounts estimates, as agriculture is its most significant component.
- vi) **Employment and earnings statistics (EES):** The employment data collected in IHS 2003 will be fully analysed to complement the data to be collected on employment indicators from the Rural Labour Market Survey (RLMS). Duplication of existing unanalysed data should be avoided wherever possible. At the preparation phase of the forthcoming RLMS, it

is critical to harmonise some definitions with the IHS employment module to allow possible comparison and trends. An index of wages and earnings may be considered as a priority economic statistics development once the Economic Census data are fully cleaned and ready for use.

- vii) **Business register and business statistics:** The register of business establishments is most important and will be created using the listing made through the economic census. The register will provide a framework for quarterly or annual business surveys. The Business Register should contain all relevant details of the structure of enterprises and their associated head office and individual establishments. As a minimum it should contain the name and address or other information to ensure that it can be identified later, a measure of size (probably number employed) and the ISIC Rev 3 industry code. This will ensure that a sample selection stratified by industry group and by size can be selected. This register must be regularly updated, either by using administrative records or by regular business listings by enumerators.
- viii) **Public finance statistics:** The GBOS will liaise with the Directorate of Budget in the DOSFEA to improve the production of public finance statistics. This is very important especially when GBOS starts producing the GDP estimates using the expenditure approach. The IMF manual on Government Finance Statistics should serve as a model for establishing the first public finance statistics.
- ix) **Key economic indicators:** Quarterly key economic indicators will be produced to lead decision making towards sustainable economic growth through sound economic management. The key indicators should be simple to measure on quarterly basis. These may include Inflation rate, annual GDP growth rate, monetary statistics, public finance statistics, business production, and external trade statistics and BOP estimates, among others.

4.7 Strategic Pillar Three: Improving social and demographic statistics for a better monitoring of the social services delivery programs and projects impact on the Gambia population, especially on the poor.

14. The main focus of this pillar is to provide professional statistical input to produce and maintain a system of indicators to support the monitoring of the PRSP II and MGDs, and other measures of well being of the population. The series required include health statistics, education statistics, demographic statistics, population projections, migration and vital statistics and civil registration, gender statistics, and the management of the 10 yearly census of population.

4.7.1 Strategic directions

15. Social Statistics is concerned with describing the wellbeing of the population. Underlying the notion of wellbeing is a range of fundamental human needs and aspirations, each of which can be linked to an area of social concern. The identified range of needs and aspirations has become the focus of social policy and service delivery by the Government and other development partners. Focus will be put to social and population statistics addressed by limiting the number of ad hoc surveys to avoid duplication and to ensure data is fully utilised. The current IHS will be replaced by an annual household survey which will commence in 2009, this survey will incorporate a different specialist module each year to replace the current plethora or uncoordinated surveys. In addition social statistics will be enhanced by strengthening routine statistics in health and education and by completing the reports from the 2003 population census. Strengthening routine statistics in line ministries implies a

commitment from staff in GBOS. Population projections will be strengthened to provide reliable information to planners and better denominators for the new PRSP II indicators.

4.7.2 Objectives

16. The following overall objectives support this pillar:

- i) To provide timely and relevant statistical data and statistical information reports to users on social and demographic statistics.
- ii) To collect social statistics from households or other information sources in conformity with international and national standards.
- iii) To improve the quality, timeliness and reliability of official social and demographic statistics in The Gambia.
- iv) To promote the use of social statistics in monitoring and developing effective social policies.
- v) To ensure that the national statistical system responds to the statistical needs of its users in terms of social statistics.
- vi) To provide advice to the Government, public and private agencies, and to the general public on the quality and reliability of social statistics in The Gambia.

4.7.3 Strategies

The strategy to achieve the above objectives should strongly focus on capacity building and regular data collection practices, with minimum periodic large scale surveys and censuses, at least for the two forthcoming years. The focus will move away from ad hoc initiatives to sustainable development, with a funded forward plan of surveys agreed with the Council, with users and with the funding agencies. The following activities are planned:

Poverty monitoring household surveys: The PRSP II mentions the creation of a permanent household survey for poverty monitoring. However the previous strategic planning documents for GBOS only have plans for CWIQ surveys and a 5-yearly IHS. The CWIQ was to be a one-off exercises to be done in 2007 to provide baseline data for the PRSP II, but it has not been conducted. Following the 5-year cycle of the IHS surveys, GBOS had planned to conduct a second IHS in 2008. It is unnecessary to conduct a CWIQ and an IHS in the same year, furthermore the previous IHS has not been fully utilized, and a Rural Labour Market Survey is also planned for 2007/8. In order to provide 2007 proxy baseline indicators to the PRSP II, specific additional in-dept analysis of existing dataset of surveys and census (2003 Population Census, 2003/04 IHS, 2004/06 Economic Census, 2002 and 2006 MICS) will be carried out and published.

If the RLMS is to go ahead, then this should include the elements which would have been covered by the CWIQ to provide baseline data for the PRSP II. A Demographic and Health Survey (DHS) will need to be conducted in 2010 in order to provide the mid-period progress indicators of MDGs.

Users and GBOS will agree survey priorities, through the Council. GBOS has a very small professional staff complement, and even if more staff are recruited they will not be trained and established in time for another ambitious survey programme.

As a priority a permanent light household survey will be designed and agreed with users in order to provide baseline and progress indicators to the PRSP II. The funding options will be carefully considered, it must either be made cheap enough to be funded from GBOS's regular budget; or other departments must be persuaded to guarantee contributions from their budgets; or donors must be approached to provide collaborative funding for a regular

household survey, rather than funding ad hoc surveys as at present. It is probable that a mixture of all three funding options will be the most successful.

Population, demography, and cartography: In this area the highest priority action is to release the 2003 Population Census final results as well as the fourteen thematic analyses reports as soon as possible.

Detailed population projections are highly needed by several users for various planning purposes, and to provide denominators for indicators in the PRSP and MDGS, this is the second priority.

Finalising the digitisation of all Census enumeration area maps and administrative boundaries should be a third priority. Equipment should be delivered to GBOS so that the work can start immediately. The GDDS/GIS programme is working on this and will provide detailed recommendations shortly. The next population census is due to be conducted in 2013, the preparation work should start early in 2011 by organising cartography activities.

- vii) **Education, health and other administrative records in social statistics:** Compilation of administrative statistics on health and education should remain the responsibility of the relevant line Departments of State. The attention will focus on giving support to improve the existing Health Management Information System (HMIS) as well as the Education Management information System (EMIS). Support will focus on reviewing the data collection tools and the data quality by organising stakeholders' workshops, strengthening the administrative data collection system through reinforcement of existing local committees and institutions to ensure the quality of data and timely reporting, and to provide appropriate equipments (computers, vehicles) to the relevant directorates. Comparisons of estimates from routine systems should be made with survey data sources, to ensure consistency and reliability.

GBOS will liaise with the relevant departments to provide capacity building and improvement of the quality of statistics produced. It is unlikely that specific statisticians for Health, Education, or Gender located within GBOS would have much work to do on regular, as opposed to survey, work until reviews of all statistics data collection were completed, so recruitment of these posts should be postponed until that time.

Gender statistics mainstreaming should be incorporated in all statistical activity as a cross-cutting issue, from the design stages to the dissemination, including the data analysis. A Special gender profile report is envisaged in line with the national and international gender promotion initiatives.

At this time, regular data collection on migration and vital registration statistics should not be seen as a priority for the next 2 forthcoming years. Analysis on migration should be done using the population census data. Vital registration project is a long process to put in place and is very expensive. Preparatory activities may also start by 2009 with the collaboration of the relevant departments involved in this sector.

Updated population projections are an important component of GBOS support to administrative systems to ensure that denominators for rates and proportions are as accurate as possible.

4.8 Strategic Pillar Four: Developing strong coordination and dissemination systems to improve quality of and easy users' accessibility to statistical information.

17. The main focus is to provide professional input to statistical coordination and harmonisation within the National Statistical System. This will comprise giving advise on the quality of official

statistics; supporting statistical training in the NSS; supporting capacity building in statistical analysis and production; designing and implementing a compendium of statistical standards and methodologies; designing and implementing a statistical research programme; maintaining a household sampling frame; responding to the needs of statistical users and the provision of statistical information in response to statistical users' needs.

4.8.1 Strategic directions

18. An effective network throughout the NSS is of paramount importance. This necessitates the provision of sound methods and statistical tools, together with effective quality control mechanisms. GBOS as the coordinating agency of the NSS will enhance co-operation and co-ordination between GBOS and users and producers of statistics nationally and internationally. GBOS will strengthen its quality control over all official statistics, by introducing quality assurance procedures, and common standards, definitions and nomenclatures.
19. A planned approach to GBOS work and NSS work will be introduced, with annual work programmes which relate to a rolling 5-year strategy which is set by Council after consultation with users. This programme will be agreed with funders including the DoSFEA and donor organisations. GBOS will move away from an ad hoc survey programme to a regular programme of sustainable surveys, funded by pooled resources.
20. The annual work programme will be monitored by a series of performance indicators which define the contractual agreement GBOS has with Government, and inform the individual performance indicators for staff.

4.8.2 Objectives

21. The following overall objectives support this pillar:
 - i) To develop the capacity of the Bureau and NSS to ensure the quality of collecting, compiling, analysing and disseminating statistics and statistical reports.
 - ii) To strengthen quality control over all official statistics, be introducing quality assurance procedures, and common standards, definitions and nomenclatures.
 - iii) To enhance co-operation, collaboration, co-ordination, networking and data sharing within the NSS.
 - iv) To ensure a planned approach to GBOS work as well as to NSS work, with annual work programmes. The annual work programme will be monitored by a series of performance indicators.
 - v) To ensure that the national statistical system responds to the statistical needs of its users.
 - vi) To promote the dissemination and use of statistics in monitoring and developing effective national planning policy and economic and social sector policies.
 - vii) To provide advice to the Government, public and private agencies, and to the general public on the quality and reliability of statistics in The Gambia.

4.8.3 Strategies

22. The strategy to achieve the above objectives should focus on the following:
 - i) ***Development of a National Statistical System, quality control and coordination:*** Experience elsewhere suggests that coordination and harmonization is a slow and laborious process that can take years. A more realistic objective might be the launching of a rolling programme of reviews of different areas reporting to the Statistics Council with recommendations. GBOS will then be charged with reporting to the Statistic Council on the

progress of the different stakeholders towards meeting those obligations. The documentation and quality of GBOS' own outputs and those of the NSS will be carried out and results published.

- ii) **Dissemination of statistical information:** this should be the single most important area for developing both the GBOS as an institution and a culture of evidence based decision making in the Gambia, and also the area where results are likely to be seen most quickly. GBOS will put in place a strong dissemination unit charged with creating and maintaining a website, raising the profile of the Bureau's outputs in the press and broadcast media and among key users, improving data access for the general public, helping and encouraging subject area statisticians to write some analysis with their publications, and driving forward the archiving project.

The GBOS will create the simplest possible website as soon as possible with a commercial site host at a minimum cost and begin regular monthly updates by posting *.pdfs*. More sophisticated software will be used once the principles of regular monthly updating and gathering electronic copies of all reports and datasets in one place have been established. GBOS will take advantage of the strong support of UNICEF to develop **DevInfo** as a national database for official statistics.

- iii) **Compendium of standards, definitions and methodologies:** a national compendium of definitions, standards and methodologies is needed to guide the NSS on improving the production of statistics in each sector. This exercise is a long process one and should be done progressively. This exercise will start by the key sectors like economic statistics, health statistics and education statistics for the three first years of the strategy.
- iv) **GDDS project:** The Gambia is participating in the second generation GDDS project supporting national accounts, cartography and GIS, and the development of national statistical system. The IMF and The World Bank provide technical assistance (TA) through this project. GBOS will take this opportunity to update its metadata and improve its methodology, and enhance capacity of its staff working in these sectors. The IMF consultant has started working on the national accounts statistics, especially on producing new GDP estimates rebased on 2004 using economic census data. GBOS will make sure that its staff is involved in the work being done by all technical consultants and ensure documentation on methodology is provided to the Bureau by the consultants. The use of GDDS will be promoted as a framework for the development of new projects improvement of the quality of existing methods of data collection.
- v) **Stakeholders' consultation and training of users:** It appears that awareness of the value of statistics for decision-making is not yet widespread in Government, even in the principal policy making departments. A programme of training civil servants in using statistics will be put in place in the first instance to sensitise them to the role and importance of statistical data and information; and secondly, to demonstrate how policy-makers can use data from a range of sources to improve both policy and day-to-day management. The training will target decision makers in key line Ministries.

To assure better communication in the NSS, the regular communication with data producers, suppliers and users is crucial. Africa Statistics Day, held on 18th November each year provides an opportunity to promote statistics. A senior political figure (the President himself should be approached as in Uganda) should give the opening address, and emphasised the vital importance of statistics in the planning process. Television coverage of the address will be sought.

- vi) **National master sample and library:** The census enumeration areas (EA) will be digitalised so that a household sampling frame and a national master sample can be designed from which samples for future household surveys will be drawn. At the same time,

a reference materials centre and library will be established to help research development within the NSS.

4.9 Strategic pillar Five: Improving Management Information System (MIS) as a milestone for data processing, storage and accessibility to statistical information;

23. The main focus is to provide technological support in the areas of GBOS statistical data processing and its quality control. Its activities include: provision of electronic statistical data and information; ICT support; maintenance and IT training; technological advice to statistical users and producers; development and maintenance of an electronic archive; electronic transfer of statistical data; development of statistical ICT policies and implementation strategy.

4.9.1 Strategic directions

24. The IT system in GBOS will be strengthened to improve electronic access to GBOS information, to improve the quality of data processing and to ensure all data is fully archived and the confidentiality requirements of the Statistics Act 2005 are met. At the same time, IT system in the NSS will be strengthened gradually.

4.9.2 Objectives

25. The following overall objectives support this pillar:

- i) To install and support ICT systems in the GBOS and the NSS.
- ii) To manage data capture of high quality statistical information.
- iii) To maintain an electronic archive of quality assured statistical information.
- iv) To provide security and backup to ensure the safekeeping of electronic data.
- v) To develop and maintain a website and intranet for the GBOS and the NSS.
- vi) To develop policies to ensure the effective and efficient data processing and storage of official statistics.
- vii) To ensure the confidentiality of respondents' records according to the Statistics Act 2005.

4.9.3 Strategies

26. The strategy to achieve the above objectives should focus on the following:

- i) **Creating and updating the GBOS website** is the highest priority for this area and will be done in two phases. The first stage will be for GBOS to create a simple website hosted by a commercial site host (e.g. in USA) and start immediately posting the existing outputs. The second stage will be to design, maintain and update a comprehensive website once more resources are available. LAN design and connection will be very useful for GBOS internal communication and for central storage of all statistical materials.
- ii) A **Central Data Archiving System** will be designed to secure file storage and backup. Also, micro-data management framework will be designed and implemented to assure the statistical confidentiality.
- iii) **ICT policy** for the sustainability of the GBOS-ICT infrastructure, it is important to develop a comprehensive *ICT policy* and its *implementation plan*. Given the lack of skilled staff in ICT in GBOS and in NSS, special attention will be paid to the *training* in ICT for GBOS and NSS staff throughout the strategic plan period.

5 Implementation and monitoring arrangements

5.1 Performance contract

1. The GBOS is introducing a Performance Management System (PMS) to provide a basis for measuring and managing its performance and producing information on the Mission Statement, performance goals and performance targets that the Bureau will adopt. These goals and performance targets constitute its agreed levels of performance. The Bureau aims to be a high performing and demand driven organisation which delivers high quality outputs to its clients and stakeholders.
2. The defined goals and performance targets will constitute a base for the GBOS agreed levels of performance and will be therefore key elements of its **Performance Contract with DOSFEA** and within GBOS itself. In the same way, Memoranda of Understanding (MoUs) will be elaborated and agreed between stakeholders producing statistics and GBOS, defining respective responsibilities in the NSS.
3. The PMS will provide a structured framework for:
 - i) the definition of clear performance goals and targets in all areas of activity,
 - ii) improving communications and management practice,
 - iii) ensuring that all staff focus on results,
 - iv) the delegation of responsibility for performance to relevant persons, and
 - v) the monitoring and reporting of actual performance as a means to identify areas for improvement.
4. The PMS will be integrated, interactive and iterative so it will improve communication between staff and managers and create a greater understanding of the role and purpose of the GBOS and the NSS. It will define what constitutes *good performance* in a statistics office and what needs to be measured. The obvious outputs are the reports and surveys produced. The performance framework must also include establishing and maintaining the role of the Bureau, maximising operational effectiveness, effective communication and dissemination of statistical information to ensure that it informs policy priorities, building capacity in the GBOS and the NSS, and being an effective client service organization.
5. Effective implementation of the Plan will require commitment from everyone in the GBOS and the NSS. This is achieved by:
 - i) Involving all stakeholders in the planning process;
 - ii) Communicating a shared mission, the goals and objectives and how each individual and sections will contribute to the success of the Strategic Plan;
 - iii) Ensuring that roles and responsibilities for performance are clearly understood and that the strategy has a strong champion;
 - iv) Communicating the Strategy to all stakeholders, especially policy and decision-makers, other main data users and data producers;
 - v) Actively promoting a performance improvement and team working culture.

5.2 Monitoring and Reporting on progress

6. Monitoring is essential to track inputs, activities, outputs and to determine whether the plan implementation is on track and also to assess how much is being achieved. The implementation and effectiveness of this Strategic Plan in improving national statistics and in meeting user needs will be closely monitored and evaluated.
7. The monitoring framework will include:
 - i) **Monthly Meetings** at directorate level to review work progress.
 - ii) **Quarterly Progress Report** which will cover all the activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarters.
 - iii) **Annual Performance Report** which will summarise performance in all areas and provide the basis for reporting to the Statistics Council and DOSFEA.
 - iv) **November each year:** Meeting during the African Statistics Day/Week for users and producers of official statistics to monitor and evaluate the implementation of the Strategic Plan.

6 Resource requirements and financing strategy

6.1 Current support by Development partners

1. Since 2002, the national statistics produced in The Gambia were supported by a number of donors including the World Bank, International Monetary Fund (IMF), United Nations Population Fund (UNFPA), Africa Development Bank (ADB), United Nations Development Programme (UNDP), and United Nations Children's Fund (UNICEF).
2. Currently, the GBOS has been receiving separate project supports from donors, which often combine technical assistance, support for surveys, physical infrastructure, equipment and furniture, and ad hoc studies.

6.2 Resource requirements and budget estimates

3. The implementation of this strategic plan depends on the funds from the Government, funds received from Development Partners, and the quality of human resources from GBOS, all relevant stakeholders – producers/users, and technical assistance.
4. The assumption used to cost the work programme is that GBOS moves away from an ad hoc survey programme to a regular production of key and relevant statistics series, and a programme of sustainable surveys, funded by pooled resources. By costing the work programme, we have split budget estimates for statistical operations into *regular production of statistics series* classified under statistics recurrent budget, and *statistics projects* classified under the statistics development budget.
5. Recurrent budget will support staff salaries and wages, running costs, field allowances and transport costs of regular data collection. The recurrent budget will support and ensure availability of regular economic and social statistics series.
6. The statistics development budget is designed to support statistics projects such as training, sustainable surveys, technical assistance, and equipment.
7. The total budget required to complete the full work programme throughout the strategic plan period (2008-2011) is estimated to USD15,500,000 or about D310,000,000. Of this, some D60.8 million are for salaries and running costs. D221 million are the costs of establishing new systems and procedures for the autonomous office; development costs to complete the revisions to outdated statistical series; for ad hoc statistical surveys. D28.3 million are for the costs of running the regular core series of GBOS and the statistical system. The budget estimates details for the four years of the strategy is presented in Table 6.2 and Table 6.3 below. The detailed costing of the work plan is presented in the Annex B.

Table 6.2 Budget estimates by component per year (2008-2011) in Dalasi

Statistics component	In Dalasi				
	Year 2008	Year 2009	Year 2010	Year 2011	Total
Pillar 1. Managing and Building Institutional and Human Capacity development	14 004 000	21 161 000	17 733 000	17 985 000	70 883 000
Pillar 2. Improving Economic Statistics	17 779 100	11 843 100	11 643 100	10 863 100	52 128 400
Pillar 3. Improving Social and Demographic Statistics	5 328 600	18 344 600	33 072 600	18 493 600	75 239 400
Pillar 4. Developing Strong Coordination and Dissemination System	6 922 000	10 826 000	3 948 000	3 948 000	25 644 000
Pillar 5. Improving Statistical Management Information System (SMIS)	3 469 333	5 133 333	2 725 333	2 236 000	13 564 000
Sub Total	47 503 033	67 308 033	69 122 033	53 525 700	237 458 800
Miscellaneous (5%)	2 375 152	3 365 402	3 456 102	2 676 285	11 872 940
Total 1	49 878 185	70 673 435	72 578 135	56 201 985	249 331 740
Salaries, wages and allowances	11 300 000	11 865 000	12 458 250	13 081 163	48 704 413
Other operational cost	2 800 000	2 940 000	3 087 000	3 241 350	12 068 350
Total 2	14 100 000	14 805 000	15 545 250	16 322 513	60 772 763
Overall Total (Total1+Total2)	63 978 185	85 478 435	88 123 385	72 524 498	310 104 503

The equivalent budget estimates in USD is presented below.

Table 6.3 Budget estimates by component per year (2008-2011) in USD

Statistics component	in USD (\$1=D20)				
	Year 2008	Year 2009	Year 2010	Year 2011	Total
Pillar 1. Managing and Building Institutional and Human Capacity development	700 200	1 058 050	886 650	899 250	3 544 150
Pillar 2. Improving Economic Statistics	888 955	592 155	582 155	543 155	2 606 420
Pillar 3. Improving Social and Demographic Statistics	266 430	917 230	1 653 630	924 680	3 761 970
Pillar 4. Developing Strong Coordination and Dissemination System	346 100	541 300	197 400	197 400	1 282 200
Pillar 5. Improving Statistical Management Information System (SMIS)	173 467	256 667	136 267	111 800	678 200
Sub Total	2 375 152	3 365 402	3 456 102	2 676 285	11 872 940
Miscellaneous (5%)	118 758	168 270	172 805	133 814	593 647
Total 1	2 493 909	3 533 672	3 628 907	2 810 099	12 466 587
Salaries, wages and allowances	565 000	593 250	622 913	654 058	2 435 221
Other operational cost	140 000	147 000	154 350	162 068	603 418
Total 2	705 000	740 250	777 263	816 126	3 038 638
Overall Total (Total1+Total2)	3 198 909	4 273 922	4 406 169	3 626 225	15 505 225

6.3 Financing plan

8. The Government of The Gambia has shown a strong commitment to support the development of statistics in The Gambia by supporting its reform process and increasing significantly its budget. The government budget for statistics has increased by 33% in 2006 over the previous year (from D3,000,000 in 2005 to D4,000,000 in 2006), by 75% in 2007 (D7,000,000), and by 86% in 2008 (DOSFEA commitment for budget estimates of 13,000,000) especially to cover new salaries and wages in GBOS and the minimum running costs.
9. However, it is not expected that Government resources will cover all the costs of the work plan, particularly those to sustain the organisational change and for human capacity building; for some core regular series and new sustainable surveys, and for the coordination of official statistics from other government agencies. Additional funding should be sought from international agencies. The financing gap of the work programme is show in Table 6.4 in Dalasi and Table 6.5 for the equivalent budget in USD.

Table 6.4 Financing estimates for the work programme in Dalasi

Expenditure	In Dalasi				
	Year 2008	Year 2009	Year 2010	Year 2011	Total
Recurrent budget - Regular Outputs	20 670 700	21 704 235	22 789 447	23 928 919	89 093 301
Salaries, wages and statutory allowance	11 300 000	11 865 000	12 458 250	13 081 163	48 704 413
Fieldwork allowance incl. Transport	6 570 700	6 899 235	7 244 197	7 606 407	28 320 538
Other operational cost	2 800 000	2 940 000	3 087 000	3 241 350	12 068 350
Development budget - Statistics projects	43 307 485	63 774 200	65 333 938	48 595 578	221 011 202
including Training, Technical Assistance, Surveys, Physical infrastructure-extension-water connection, Equipment)					
Total budget	63 978 185	85 478 435	88 123 385	72 524 498	310 104 503
Financing					
Government budget	13 000 000	14 950 000	17 940 000	22 425 000	68 315 000
Percentage increase		15%	20%	25%	
Other partners	6 520 000				
Financing gap	50 978 185	70 528 435	70 183 385	50 099 498	241 789 503
Recurrent budget	7 670 700	6 754 235	4 849 447	1 503 919	20 778 301
Development costs	43 307 485	63 774 200	65 333 938	48 595 578	221 011 202

Table 6.5 Financing estimates for the work programme in USD

Expenditure	In USD (\$1=D20)				
	Year 2008	Year 2009	Year 2010	Year 2011	Total
Recurrent budget - Regular Outputs	1 033 535	1 085 212	1 139 472	1 196 446	4 454 665
Salaries, wages and statutory allowance	565 000	593 250	622 913	654 058	2 435 221
Fieldwork allowance incl. Transport	328 535	344 962	362 210	380 320	1 416 027
Other operational cost	140 000	147 000	154 350	162 068	603 418
Development budget - Statistics projects	2 165 374	3 188 710	3 266 697	2 429 779	11 050 560
including Training, Technical Assistance, Surveys, Physical infrastructure-extension-water connection, Equipment)					
Total budget	3 198 909	4 273 922	4 406 169	3 626 225	15 505 225
Financing					
Government budget	650 000	747 500	897 000	1 121 250	3 415 750
Percentage increase		15%	20%	25%	
Other partners	326 000				
Financing gap	2 548 909	3 526 422	3 509 169	2 504 975	12 089 475
Recurrent budget	383 535	337 712	242 472	75 196	1 038 915
Development costs	2 165 374	3 188 710	3 266 697	2 429 779	11 050 560

7.3.1 External funding proposed strategy

10. Effort should be made by donors to move away from funding discrete ad hoc surveys, to funding some of the core statistical activities of government of The Gambia. Donors are encouraged to respect the statistical programme and to contribute the strategy and work programme, either in the form of funding for specific parts of the programme, or by pooled contributions to a statistical fund. Such a fund has the advantage that it channels funds to agreed priorities, avoids duplication and reduces the administrative overhead of having to deal with several donors, through the use of uniform reporting and accounting procedures. In turn this creates a focus on commonly agreed outputs, improving the potential for efficient management within GBOS; and improves coordination and the efficiency of donor assistance. This strategy is in harmony with the recent DAC led Paris Declaration on donor harmonisation. Statistics development partners are very encouraged to support the *statistics basket funding* mechanism to support the NSS, where assistance from different donors will be channeled through a national *Statistics Trust Fund*. A Secretariat will be put in place to manage the fund and proper performance management mechanisms will monitor the implementation of the work programme (see Section 5).
11. Donors are asked to commit themselves to supporting the statistics projects for the improvement of the system over the strategic period and beyond if needed. To ensure sustainability, donors support to statistics should correspond with the work programme.

12. Progress on the work programme must be monitored at all times. In addition, a mid-term review will be undertaken by end 2009, to ensure that the programme remains on track to provide the efficient statistics outputs that is needed.

7 Detailed implementation action plan

The detailed implementation action plan is presented in Annex A. The plans are ambitious and assume a fully staffed GBOS, which is not likely for some time. It is probable that some difficult choices between priorities will be required. The implementation plan describes in details the objectives, actions, key performance indicators or outputs, the timeline and the organ responsible for its implementation. A more detailed annual work programme which relates these strategic actions to available resources is the next step in the process. As part of developing a resource base, the funding requirements and planned inputs of funding agencies to GBOS should be explored, and their contributions harmonised and coordinated to match the priorities of GBOS and its Council, and the NSS. See details on Annex A.

Annex A Strategic action plan matrix for 2008-2011

Table A.1 Strategic pillar One: Managing and Building Human Capacity Development in GBoS and throughout the NSS

Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
To strengthen GBOS transformation process and management towards its sustainable development.	To recruit an experienced statistical adviser to GBOS	The management of GBOS is strengthened and regular basic statistical outputs are timely provided to users	January 2008	1	TA – 12 months (Int.)	SG/Coun cil							
To staffing, modernizing the governance and the management of GBOS	The Council approves the Final Organizational Structure of GBOS and job description	Final Organizational structure and job description approved	January 2008	1		SG- GBOS and Statistics Council							
	The Council agrees Salaries & allowance system funding with DOSFEA and funding secured	New salary structure in place and implemented	January 2008	1		Statistics Council and DOSFEA							
	The Council and the SG/GBOS recruit GBOS professional staff to implements the GBOS work programme – recruit the right	Recruitment of professional staff for key positions completed	end February 2008	1		SG- GBOS and Statistics Council							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	persons, with the right skills in the right place at the right time												
	The Council approves the Internal policy and Procedures for GBOS and GBOS implement it.	Internal policy and Procedures approved and implemented	January 2008	1		SG-GBOS and Statistics Council							
	The Council approves the Performance Management System for GBOS	Performance Management System approved and implemented	January 2008	1		SG-GBOS and Statistics Council							
	Council agrees proposals for GBOS to contract with external agencies for work and the payment of the profits to staff.	Proposals for GBOS to contract with external agencies for work and the payment of the profits to staff are agreed and implemented.	March 2008	1		SG-GBOS and Statistics Council							
	The Council approves all other implementation documents for good governance of GBOS (see Implementation Plan of GBOS Report – September 2006)	All GBOS governance documents are approved	by end March 2008	1		SG-GBOS and Statistics Council							
	The Council approves the annual work programme and the required resources to	Annual work programme and the required	January 2008 and by September for every	1		SG-GBOS and Statistics							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	complete it	resources to complete it are agreed and implemented	year			Council							
To introduce GBOS to a Performance Contract with DOSFEA	Develop and agree on a Performance Contract with DOSFEA	Performance Contract approved	Sept. each year	1	1 week TA (Int.)	SG-GBOS and Statistics Council							
	SG-GBOS agrees Performance Contract with the GBOS directors, and Directors with the individual staff	Performance Contract approved	Sept. each year	1	1 week TA (Int.)	SG-GBOS and Statistics Council							
	Prepare and publish quarterly Key Performance Indicators (KPI) monitoring reports	KPI Reports published	by 15th April, July, October, January each year	1	2 weeks TA (local)	SG-GBOS and Administration and Finance Directorate							
	Prepare GBOS Annual Report	Report published	end January each year	2	1 week (Int.)								
To sensitize the entire GBOS staff on the new working practices, and working regulations including	Conduct an Induction training workshop	Induction training workshop done	March 2008	1	1 week (Int.)	SG-GBOS							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
performance management procedure													
To assess training needs for all GBOS staff	Conduct a comprehensive Training Needs Assessment (CTNA)	Training Needs Assessment Report available	end April 2008	1	4 weeks TA – Int.	SG-GBOS							
To organize in collaboration with The University of The Gambia and other potential stakeholders in-service training focusing on the statistical practice and operations	Organize workshop or seminar once a semester on statistical practice and operations	Workshop or seminar organized once a semester – the first one organized	July 2008	1	1 week (Int.)	SG-GBOS							
To develop and maintain human capacity in GBOS as well as in NSS, as an implementation of the Training Needs Assessment findings and	Organize training in National Accounts and Prices statistics (on-the-job training, in-service training, diploma and degree level training)	Various types of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter	Each quarter	1	Training requirements	SG/GBOS and Director NA							
	Organize training in Survey Techniques (on-the-job training, in-	Various types of training according to	Each quarter	1	Training requirements	SG/GBOS and Director							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe								
							2008 Quarter				Strategic Plan 2009-2011				
							1	2	3	4	09	10	11		
recommendations	service training, diploma and degree level training)	the CTNA are done quarterly – at least 2 staff are trained by quarter				Coordina- tion									
	Organize training in various Social Statistics techniques (Health Statistics, Education statistics, Labour Statistics, population dynamics, ...) (on-the-job training, in-service training, diploma and degree level training)	Various types of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter	Each quarter	1	Training requirem- ents	SG/GBOS , Planning Director DoSH, Planning Director DoSE									
	Organize training in Organization and Management of a Statistical Agency (on-the-job training, in-service training)	Various types of training according to the CTNA are done quarterly – 1 staff is trained by quarter	Each quarter	1	Training requirem- ents	SG/GBOS									
	Organize training in ICT techniques (on-the-job training, in-service training, diploma and degree level training)	Various types of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter	Each quarter	1	Training requirem- ents	SG/GBOS and Director of ICT									

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	Organize training in Cartography techniques (on-the-job training, in-service training, diploma and degree level training)	Various types of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter	Each quarter	1	Training requirem ents	SG/GBOS and Deputy SG							
To promote in country training in statistics at the National University of The Gambia	Create a department of Statistics at the National University of The Gambia	Sufficient statistician trained in the country and available to support the NSS	Preparation s starts by 2009 and school starts by 2010	3	TA	SG/GBOS and The Rector							
To promote Effective and Efficient Financial Management System	Improve and implement Financial Regulations and Guidelines for GBOS in accordance with the Public Financial Management Regulations	Financial and procurement regulations introduced	April 2008	1	4 weeks TA – Int ; Accounti ng software Training in Procurem ent	SG/GBOS and Director of Finance and Administr ation							
	Effective and efficient budget process	Budget approved by the Council	15th September each year	1	Training in Public sector budgetin g and managem ent	SG/GBOS and Director of Finance and Administr ation							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	Improve budget execution rate vis-à-vis budget approved estimates	Budget execution rate increased by 90% in line with estimates	end December each year	1		SG/GBOS and Director of Finance and Administration							
	Increase the level of resource available to GBOS as well as to the NSS	GBOS performance increased and 15% increase in government budget each year, 10% increase in donor funds each year	end December each year	1	Training in donor procedures	SG/GBOS							
	Improve financial reporting system	100% compliance with reporting requirements in each year (including monthly and annual reports) and Audit report satisfactory certified	end December each year	1		SG/GBOS and Director of Finance and Administration							
To improve and enhance the public image and reputation of	Develop and implement Public Relations Strategy	Strategy available and implemented	March 2009	1	2 weeks Int.	SG/GBOS , Deputy SG and all GBOS Directors							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
GBOS						and staff							
Develop a working cultural Change management in GBOS	Implement Performance Management System (PMS)	PMS implemented	July 2008	1	3 weeks TA - (Int.)	SG/GBOS							
	Evaluation and review implementation of PMS	All GBOS directorates produce high quality performance and monitoring reports by end December 2008, and so for subsequent years	December 2008	1		GBOS Directorates and SG/GBOS							
	Institutionalize organization culture focusing on performance	Organisation culture review in September 2009 analysing GBOS performance focus	September 2009	2	2 weeks TA - (Int.)	SG/GBOS , Deputy SG, all GBOS Directors and staff							
To promote appropriate and supportive services in GBOS	Provide efficient and effective logistics services	GBOS staff are provided with a fully functioning office environment	December 2008 and each year	1 1		SG/GBOS and Directors Finance, Support services							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		and equipment and throughout the period											
	Prepare a GBOS inventory of equipment and furniture and maintain it throughout the period	GBOS inventory is properly done and maintained	December 2008	1		Director Finance and Admin.							
	To provide effective central secretariat services including word processing, mail, document management and courier services	90% user satisfaction with Central Secretariat Services and Effective service delivery based on GBOS needs and priorities	December each year	1		Director Finance and Admin.							
	To welcome, inform and direct visitors to GBOS services	90% customer satisfaction with Reception Services	end December 2009	1		Director Support Services.							

Table A.2 Strategic pillar Two: Improving economic statistics for a better monitoring of programs implementation towards a sustainable economic growth.

Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
To produce and disseminate National Accounts Statistics which are in line with the 1993 UN System of National Accounts (SNA 1993)	Clean Economic census data, Create worksheets and document methodology for the compilation of the New GDP series	Final Worksheets, documented methodology and initial GDP benchmark available	by April 2008	1	IMF/GDD S TA – 4 weeks	Direct. National Accounts								
	Preparation of new benchmark and new base year estimates for 2004 using Economic Census and IHS data	Final GDP Benchmark results and base year prices available	by end September 2008	1	IMF/GDD S TA – 4 weeks	Direct. National Accounts								
	Revision of past series and rebase Constant Price series	Revised long-term series in 2004 prices available	by end December 2008	1	Internatio- nal Consulta- nt – 8 weeks	Direct. National Accounts								
	Produce regular and timely annual GDP estimates	GDP estimates (by activities and expenditure) ready to be published annually	by end 2008	1	Training of national accounta- nt staff -	Direct. National Accounts								
	Conduct additional surveys / administrative data collection to improve some sectors of GDP	GDP estimates improved in specific sectors (livestock, construction,	by January 2009	3	Training of national accounta- nt staff -	Direct. National Accounts								

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		...) – start											
	Develop a Social Accounting Matrix (SAM)	SAM produced	by end December 2010	3	International Consultant – 2 months	Direct. National Accounts							
	Produce quarterly National Accounts	Series to be in place (tentative) Series published quarterly	by end June 2010 from December 2010	3	International Consultant – 4 months	Direct. National Accounts							
To produce and publish timely high quality price statistics	Maintain and improve CPI data collection, compilation, analysis and publication	CPI published on 15 th of each month with graphs and comments	By 15 th March 2008	1	2 weeks advanced Excel	Direct. Prices							
	Write methodology and Finalize rebasing the CPI with IHS 2003 data and agreed number of sample markets to be visited countrywide	Methodology available for Rebased and improved CPI series	by April 2008	1	1 months TA (Int.)	Direct. Prices							
	Introduce methodology for data collection, compilation and publication of the Producer Price Index	Methodology of PPI	by June 2008	2	International Consultant – 1 months	Direct. Prices							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	(PPI) series												
	Weight PPI using 2004 Economic Census data	Weighted PPI index and publication available	by September 2008	2	International Consultant – 1 months	Direct. Prices							
	Conduct quarterly business surveys	Preliminary PPI publication	by December 2008		International Consultant – 1 months	Direct. Prices							
	Conduct a rent survey to reflect it in the inflation rate	Designed and implemented	2010		International Consultant – 1 months	Direct. Prices							
To produce quarterly business statistics	Finalize data cleaning and report for the 2004 Economic Census	Economic Census data cleaned completed and Final Report published	by February 2008	1	6 weeks TA (Int.)	Direct. National Accounts							
	Compile a comprehensive Business Register	Business Register is in place	by March 2009	2	International Consultant – 3 months	Direct. National Accounts							
	Conduct quarterly Establishment / Business Survey	Improved and Updated GDP estimates available for annual publication	by September 2009	2	Training of national accountant staff -	Direct. National Accounts + Prices							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		Data available for improved PPI quarterly publication	by September 2009										
To produce key economic indicators	Develop and maintain data collection system for key economic indicators	List of indicators available and data collection system in place	by April 2008	1	International Consultant – ½ months	Direct. National Accounts + Prices							
	Develop quarterly publication of key economic indicators	Quarterly Publication available within one month of the end of each quarter and First publication Reports on website each quarter	by Dec. 2008 January 2009	1 1	International Consultant – 2 months	Direct. National Accounts + Prices							
To produce agriculture statistics	Liaise with the DoS for Agriculture to collect data on agriculture production and on costs of agriculture production	Updated and improved Agriculture Statistics estimates incorporated in NA	by September 2008	1		Direct. National Accounts + Planning DOSA							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
	Conduct annual agriculture production survey in close collaboration with DOSA	Agriculture statistics estimates available and incorporated in National Database	by December 2009	1		Planning DOSA + Direct. National Accounts							
	Analyze agriculture production and consumption data contained in the 2003 IHS	Report available and data used for national accounts purpose	by July 2008		International Consultant – 1 months	Direct. National Accounts							
To produce trade statistics	Maintain production, analyze, publish and disseminate quarterly external trade statistics	Quarterly Publication available and disseminated	April 2008	1		Direct. National Accounts							
	Conduct Quarterly Studies on informal sector and cross-border non recorded trade (ECOWAS)	First Report produced and available for improving trade information and NA – Report every quarter	by December 2008	2	International Consultant – 1 months	Direct. National Accounts							
	Produce Import and Export Indices	Import and Export Indices produced	by December 2010	3	International Consultant – 1 months	Direct. National Accounts							
To produce Transport and Tourism	Maintain and improve the production of transport statistics	Annual transport statistics	by February 2008	1		Direct. National Accounts							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
statistics		available											
	Liase with Gambia Tourism Authority to produce and disseminate Tourism statistics	Annual tourism statistics available	by February 2009	2		Direct. National Accounts							
	Produce, Publish and disseminate the Annual Transport and Tourism Statistics Bulletin	Transport and Tourism Statistics Bulletin available	by March 2009	2		Direct. National Accounts							
	Develop survey of departing visitors in collaboration with GTA	Survey results published	by end March 2010	2		Direct. National Accounts							
	Implement monthly survey of room/bed occupancy at major hotels	Monthly series produced, and reported on website.	by end June 2009 by end July 2009	2		Direct. National Accounts							
To produce employment and earnings statistics	Analyze data on employment contained in the 2003/2004 IHS	Labour Force Report based on 2003/2004 IHS available	by April 2008	1		Direct. National Accounts							
	Conduct a Labour Force Survey (Rural area – UNDP)	Data collection and data processing completed	by January 2008	1	Internatio nal Consulta nt – 1/2 months	Direct. National Accounts + Social							
		Data analysis done and report	by March 2008	1	Internatio nal Consulta	Direct. National Accounts							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		available			nt – 1 months	+ Social							
	Conduct further studies of administrative statistics on employment and labour market. Improve and harmonize data collection tools of related partner institutions	Data collection tools ; Labor data base; Bi-annual employment; statistics report; employment and labour data included in the National database	by end 2009		4 weeks TA (Int.)	Direct. National Accounts							
To produce Government Finance Statistics (GFS)	Liase with the DOSFEA to develop GFS (expenditure by purpose)	Tabulations produced and published	by end June 2009	2		Direct. National Accounts + Prices + Budget DOSFEA							
	Analyze data on donor funding by purpose	Analysis available annually for National Accounts	by December 2009	2		Direct. National Accounts + Budget DOSFEA							

Table A.3 Strategic pillar Three: Improving social and demographic statistics for a better monitoring of the social services delivery programs and projects impact on the Gambia population, especially for the poor.

Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
To analyse in-depth the 2003/2004 data on Social services delivery for PRSP2 purposes and to guide the design of the IHS 2	In-depth analyse IHS data and report writing	Report on delivery of social services (education, health) published	by end March 2008		6 weeks TA (Int.)	GBOS Direct. Social Stats.								
To conduct annual Light Integrated Household Survey (LIHS)	Design and implement the annual LIHS	First annual LIHS done by 2009 and report available	by December 2009	3	Int. TA – 3 months	GBOS Direct. Social Stats.								
To promote and improve the quality of administrative records on education statistics production and reinforce the Education Management Information System (EMIS)	Assess the current situation of education statistics from all sources (DoS for Education & Surveys)	Comprehensive report on baseline education data published	by end April 2008	1	Int. TA – 1 months plus expertise from DoSE	GBOS Direct. Social Stats. + DOSE								
	Develop plan for improving education data	Plan for improvement of education data published	by end July 2008	1		GBOS Direct. Social Stats. + Planning DOSE								
	Organize workshop to approve the plan	Joint working group approves plan	by end September 2008	1		GBOS Direct. Social								

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
						Stats. + Planning DOSE							
	Improve education data collection systems	Data available for annual report, and published	by end October 2008 by end December 2008	1	2 weeks TA (Int.) plus expertise from DoSE	Planning DOSE + GBOS Direct. Social Stats.							
To promote and improve the quality of administrative records on health statistics production and reinforce the Health Management Information System (HMIS)	Harmonize and report on health data from all sources (DoS for Health & Surveys)	Comprehensive report on baseline health data available	by end April 2008	1	4 weeks Int. TA plus expertise from DoSH	GBOS Direct. Social Stats. + Planning DOSH							
	Develop plan for improving health statistics	Plan for improvement of health data published, and Joint working group approves plan	by end July 2008 by end September 2008	1		GBOS Direct. Social Stats. + Planning DOSH							
	Improve health data collection systems	Data available for annual report by end October 2008 and published	by end December 2008	1	2 weeks TA (Int.)	GBOS Direct. Social Stats. + Planning DOSH							
To promote and improve the production	Ensure data collection tools allow gender data collection	All data collection tools are	2008-2011			GBOS Direct. Social							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
and dissemination of gender disaggregated statistics		reviewed and adapted to include gender component, where possible				Stats. + Gender Commission							
	Ensure data analysis take into account gender aspect	All statistics publication and reports are gender sensitive, where possible	2008-2011	1		GBOS Direct. Social Stats. + Gender Commission							
To Conduct a Demographic and Health Survey with HIV testing module (DHS+)	Prepare and design the survey (Funding mobilization, data collection tools, training and pre-test)	Preparatory work completed	by September 2009	2	Int. TA – 1 months	GBOS + DOSH							
	Implement high quality data collection	Data collection start and well completed	Start by November 2009, end by February 2010	2	Int. TA – 1 months	GBOS + DOSH							
	Conduct data processing	Data processing and cleaning completed, and preliminary report available	by end April 2010 by end May 2010	2	Int.TA – 1 months	ICT/GBO S							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
	Conduct data analysis and report writing	Final report available by end July 2010		2	Int. TA – 1 months	GBOS + DOSH								
To prepare the 2013 Population and Housing Census	Design and implement Cartography using GIS	Cartography field work start	by June 2011	3	4 weeks Int. TA plus expertise from DoSH	GBOS Deputy SG								
To develop environmental statistics system	Design and implement action plan	System and action plan designed and data collection starts	by July 2011	3	3 weeks TA (Int.)	GBOS Direct. Social Stats								
To conduct Migration Survey and improve Vital registration System	Analyze 2003 Population and Housing Census data related to migration before thinking of conducting a complete survey	Migration report based on Population Census data available	by June 2008	1		GBOS Direct. Social Stats								
	Design and implement the annual Migration Survey	Survey start by April 2010 and report available	by December 2010	3	Int.Consu ltant – 4 weeks	GBOS Direct. Social Stats								
	Consult with the DoS for Health and the DoS for Local Government to agree on the Vital registration methodology, forms and definitions	Memorandum of Understanding signed, Methodology; forms available Implementatio	by June 2010 by January 2011	3		GBOS Direct. Social Stats + Planning DOSH								

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		n											

Table A.4 Strategic pillar Four: Developing strong coordination and dissemination systems to improve quality of and easy users' accessibility to statistical information.

Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
To identify key PRSP monitoring indicators	To identify key PRSP monitoring indicators and assess PRSP data requirements in partnership with other stakeholders	Working Group meets and discuss recommendations on <i>indicators and their definitions</i>	end March 2008	1	4 weeks TA (Int.)	GBOS Deputy SG							
		List of key PRSP monitoring indicators agreed with associated definitions and data sources	end April 2008	1		GBOS Deputy SG							
To review all statistical collections by Departments, statutory bodies, local government authorities and other organisations	Launch a rolling programme of reviews of different areas of statistics reporting to the Statistics Council.	Launching workshop	May 2008	1		SG/GBOS + Direct. CDQ							
	Review data collection methodology, tools, systems, definitions, standards and data sharing modalities by specific area	Reviews start Status Reports on specific areas and MoUs available	June 2008 end December 2008	1	12 weeks TA (Int.) 28 weeks TA (Nat.)	Direct. CDQ							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
To develop DEVINFO as a national database for official statistics	Adapt DEVINFO to suit PRSP, MDGs and other user needs	GAMINFO as National Database of official statistics established and ready for use in GBOS	end December 2008	1	Support from UNICEF	Direct. CDQ							
	Collect data & metadata for DEVINFO indicators and verify data quality	Data updated Quarterly on GamInfo by end of each quarter	April 2009	1	Support from UNICEF	Direct. CDQ							
To update and improve GDDS metadata	Collect GDDS Metadata and agree with other statistics producer partners within the NSS	Metadata posted on IMF website & GBOS website, and then updated each year.	end October 2008	1	8 weeks TA (Int.)	GBOS Deputy SG + Direct. CDQ							
To promote statistics awareness programme in The Gambia	Celebrate African Statistics Day – 18th November each year	Workshop organized on the African Statistics Day with specific focus on statistical themes	18th Nov. each year	1		SG/GBOS + Direct. CDQ							
	Celebrate World Population Day – 10th July	World Population Day celebrated each year with focus on population	10th July each year	1		Direct. CDQ							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		and social statistics themes											
To develop a national based compendium of statistical concepts, definitions and classifications suitable to the Gambia socioeconom ic environment and based on international standards	Organise Sector Working Groups (SWG) to develop specific Compendium of statistical and indicator concepts, definitions and classification adapted to The Gambia context	Compendium completed	end June 2010	2	12 weeks TA (Int.) Training of GBOS and NSS related Staff	Direct. CDQ							
To develop a dissemination strategy and its implementation plan	Develop a dissemination strategy and implementation plan	Dissemination strategy and implementation plan available	end June 2008	1	2 weeks TA (Int.)	Direct. CDQ							
	Develop data pricing policy	Data Pricing policy published on website	end June 2008	1		Direct. CDQ							
To disseminate on a timely basis statistic products and promote use of statistics	Disseminate data and train users on the use of statistics for policy and decision-making	Statistics publication timetable approved by the Council and updated annually, and	end October 2008	1		Direct. CDQ							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
for policy and decision-making		posted on the GBOS website											
	Create and update GBOS website every month	GBoS Website created by April 2008 and updated by the 28th of every month		1		Direct. CDQ							
To improve user satisfaction with statistic products	Conduct User needs and satisfaction study	Report on user needs and satisfaction study available	end August each year	2		Direct. CDQ							
	Reflect users needs by priority in GBoS Annual Work Programme	User needs clearly reflected in Annual Work Programme	October each year	2		Direct. CDQ							
	To organize Producer and User workshop to improve quality of statistics	Quarterly workshops organized – First workshop organize	March 2008	1		Direct. CDQ							
To develop and update the sampling frame and national master sample for household surveys	Develop a comprehensive sampling frame and National Sample Frame for household surveys using 2003 Census Data	Household sampling frame and National Master Sample drawn for users	end April 2008	1	3 weeks TA (Int.)	Direct. CDQ							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
To coordinate GBoS participation in local, regional, international conferences and other important events related to statistics	Prepare programme of events to be submitted to the Statistician General (SG) for approval	Programme agreed with Management Team at the start of each year and posted on the GBOS website and keep updated	January each year	2		Direct. CDQ							
	Select participants in collaboration with other GBOS directorates	List of participants posted on intranet each quarter	Each quarter	2		Direct. CDQ							
	Ensure Quality control and reporting of events.	Report from participants crosschecked and posted on the website	Regularly	2		Direct. CDQ							
To coordinate the elaboration of the NSS Annual Work Program (AWP) to be submitted to the Conference of Official Statistics	Coordinate AWP within GBoS and NSS	AWP for GBoS and the NSS available	Sept. each year	2		Direct. CDQ							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
To create a statistical reference material centre at GBOS to increase capacity for NSS staff	Equip GBOS with library with new books, publications and other library materials (electronic or hard copies)	Full functioning library and used mainly by the NSS as well as user users	March 2009			SG/GBOS + Direct. CDQ								

Table A.5 Strategic pillar Five: Improving Management Information System (MIS) as a milestone for data processing, storage and accessibility to statistical information

Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
To Create and update GBoS Website	Create initial simple website with a commercial site host	Simple website created	end January 2008	1	4 week TA (Nat.)	ICT/GBO S Direct.								
To develop and implement a comprehensive IT policy and strategy	Develop an IT policy and strategy for GBOS	Policy document drafted	end June 2008.	1	3 months TA - Int.	ICT/GBO S Direct.								
	Agree on a policy for statistical and other software to be use by GBoS	Policy agreed by June 2008 and on website	by August 2008	1	Purchasing of software e.g. Stata, SPSS, SAS	ICT/GBO S Direct.								
	Establish a strong data management framework	MIS network operational in GBoS and archiving is well done and regularly updated	Each quarter	1		ICT/GBO S Direct.								
To develop, maintain and update a more comprehensive GBoS Website	Create a more comprehensive GBoS website	Comprehensive GBoS website created	September 2008 and updated as required	1	2 weeks TA – Int.	ICT/GBO S Direct.								
To create GBoS Internet and Intranet	Develop and provide facilities for Internet connection internet /	Equipments and other facilities	March 2008	1	2 weeks TA – Nat.	ICT/GBO S Direct.								

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
connections for better information and communication sharing	wireless	available and GBoS connected to internet			Equipme nts								
	Develop and provide facilities for Intranet	Intranet is operational	March 2009	2	Equipme nts	ICT/GBO S Direct.							
	Maintain the LAN	LAN is regularly and properly maintained	Each month	1	Equipme nts	ICT/GBO S Direct.							
	Maintain all GBoS hardware	Hardware properly maintained	Regularly	1	Training for hardware staff	ICT/GBO S Direct.							
	Ensure GBoS Security system protection and back up facilities	GBoS Security system protection by end September 2008 and back up facilities	end December 2008	1	Corporat e Anti virus protectio n software & installatio n	ICT/GBO S Direct.							
To assure a better communicatio n within and outside of GBoS	Develop GBoS communication strategy	Communicatio n strategy available	March 2009	2	2 weeks TA – Int.	SG + ICT/GBO S Direct.							
To establish a Central Data Archiving System	Set up secure file storage for central archiving	Policy and strategy agreed and posted on	end September 2008	1	TA – 2 weeks Int.	ICT/GBO S Direct.							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
		GBoS website											
	Archive existing surveys and census of last ten years	Proper electronic Archiving done for surveys, census and other publications of last 10 years, and documented	end December 2008	1	TA – 2 Weeks Int. (Contact IHSN for support from PARIS21 and IHSN)	ICT/GBO S Direct.							
To establish and strengthen the micro-data management framework	Produce CD-ROM for archived surveys and censuses, and publish metadata and documentation on Intranet and internet and define institutional procedures	Policy document available, and Interactive CD-ROM on archived surveys and censuses available	end June 2009	2	TA – 2 Weeks (int)	ICT/GBO S Direct.							
		Census and Surveys micro-data and documentation accessible online (intranet & internet)	November 2009	2	TA – 2 Weeks (int)	ICT/GBO S Direct.							
To enhance and strengthen ICT skills in GBoS	Supply computers and software to GBoS Staff according to Directorates needs.	Sufficient Computers and software installed in all	June 2008	1	30 new PCs for GBoS Staff	ICT/GBO S Direct. + Finance and							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe						
							2008 Quarter				Strategic Plan 2009-2011		
							1	2	3	4	09	10	11
as well as NSS staff and expand data entry capacity of GBoS		GBoS directorates.				Admin.							
	Upgrade GBoS data entry lab facilities	GBoS Data Processing Lab networked facilities for data entry is operational	June 2008	1	25 computers and 2 medium servers for 2 data entry rooms	ICT/GBO S Direct.							
	Conduct ICT skills assessment for GBoS and NSS staff and develop training modules and training programme.	ICT skills assessment and training module developed	October 2008	2	TA – 4 Weeks (int)	ICT/GBO S Direct.							
	Train GBOS and NSS staff in ICT for Statistics	GBoS and NSS trained in ICT	2008-2011	2	TA – 2 Weeks (int)	ICT/GBO S Direct.							
To strengthen the GIS management Framework at GBoS	Adopt XML metadata standards according to UNGISWG	GBoS - GIS database updated to international standards (participation in UNGISWG Administrative Boundaries Project)	2009-2011	3	Equipments, Training in GIS; Study tour of 2 weeks 3 weeks TA (Int.)	ICT/GBO S Direct.							
	Digitalize all EA maps from the Census and	Preserve boundary files	2009-2011	3		ICT/GBO S Direct.							

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Objective	Activities	Performance Indicators/ Outputs	Timeline	Priority 1-3	Capacity building needs 2007	Respon- sibility	Timeframe							
							2008 Quarter				Strategic Plan 2009-2011			
							1	2	3	4	09	10	11	
	finalize data cleaning	and GIS related data to Central Archive by end December 2009												

Annex B Detailed costing of the work plan

Table B.6 Strategic pillar One: Managing and Building Human Capacity Development in GBoS and throughout the NSS

Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe							Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11			2008	2009	2010	2011	
			1	2	3	4	9	10	11					
										700 200	1 058 050	886 650	899 250	3 544 150
To strengthen GBOS transformation process and management towards its sustainable development.	Recruit an experienced statistical adviser to GBOS	The management of GBOS is strengthened and regular basic statistics outputs are provided to users								260 000				260 000
To staffing, modernizing the governance and the management of GBOS	The Council approves the Final Organization Structure of GBOS and job description	Final Organizational structure and job description approved												
	The Council and the SG/GBOS recruit GBOS professional staff to implement the GBOS work programme – recruit the right persons, with the right skills in the right place at the right time	Recruitment of professional staff for key positions completed								3 500				3 500

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe							Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11			2008	2009	2010	2011	
			1	2	3	4	9	10	11					
	The Council approves the Internal policy and Procedures for GBOS and GBOS implement it.	Internal policy and Procedures approved and implemented												
	The Council approves the Performance Management System for GBOS	Performance Management System approved and implemented												
	The Council approves all other implantation documents for good governance of GBOS (see Implementation Plan of GBOS Report – September 2006)	All GBOS governance documents are approved by end March 2008												
To introduce GBOS to a Performance Contract with DOSFEA	Develop and agree on a Performance Contract with DOSFEA	Performance Contract approved							10 400					10 400
	SG-GBOS agrees Performance Contract with the GBOS directors, and Directors with the individual staff	Performance Contract approved												

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe							Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11			2008	2009	2010	2011	
			1	2	3	4	9	10	11					
	Prepare and publish quarterly Key Performance Indicators (KPI) monitoring reports	KPI Reports published								9 400	9 400			18 800
	Prepare GBOS Annual Report	Report published								10 400	10 400	10 400	10 400	41 600
To sensitize the entire GBOS staff on the new working practices, and working regulations including performance management procedure	Conduct an Induction training workshop	Induction training workshop done								28 400	18 000	18 000	18 000	82 400
To assess training needs for all GBOS staff	Conduct a comprehensive Training Needs Assessment (CTNA)	Training Needs Assessment Report available								35 600			35 600	71 200
To organize in collaboration with The University of The Gambia and other potential stakeholders an in-service training focusing on the statistical practice and operations	Organize workshop or seminar once a semester on the statistical practice and operations	Workshop or seminar organized once a semester – the first one organized								60 000	60 000	60 000	60 000	240 000

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe								Annual Work Plan Costs (in USD)				Total			
			2 008 Quarter				Strategic Plan 2009-11				2008	2009	2010	2011				
			1	2	3	4	9	10	11									
To develop and maintain human capacity in GBOS as well as in NSS, as an implementation of the Training Needs Assessment findings and recommendations	Organize training in National Accounts and Prices statistics and other economic statistics (on-the-job training, in-service training, diploma and degree level training)	Various type of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter												22 500	52 500	52 500	52 500	180 000
	Organize training in Survey Techniques (on-the-job training, in-service training, diploma and degree level training)	Various type of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter												30 000	90 000	90 000	90 000	300 000
	Organize training in various Social Statistics techniques (Health Statistics, Education statistics, Labour Statistics, population dynamics, ...)	Various type of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter												30 000	90 000	90 000	90 000	300 000
	Organize training in Organization and Management of a Statistical Agency (on-the-job training, in-service training)	Various type of training according to the CTNA are done quarterly – 1 staff are trained by quarter												22 500	54 000	27 000	54 000	157 500

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe							Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11			2008	2009	2010	2011	
			1	2	3	4	9	10	11					
	Organize training in ICT techniques (on-the-job training, in-service training, diploma and degree level training)	Various type of training according to the CTNA are done quarterly – at least 2 staff are trained by quarter								22 500	52 500	52 500	52 500	180 000
	Organize training in Cartography techniques (on-the-job training, in-service training, diploma and degree level training)	Various type of training according to the CTNA are done quarterly – at least 1 staff are trained by YEAR								7 500	37 500	37 500	37 500	120 000
To promote in country training in statistics at the National University of Gambia	Create a department of Statistics at the National University of The Gambia	Sufficient statistician trained in the country and available to support the NSS									100 000	350 000	300 000	750 000
To promote Effective and Efficient Financial Management System	Improve and implement Financial Regulations and Guidelines for GBOS in accordance with the Public Financial Management Regulations	Financial and procurement regulations introduced								40 000	15 000	15 000	15 000	85 000
	Effective and efficient budget process	Budget approved by the Council												

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe								Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11				2008	2009	2010	2011	
			1	2	3	4	9	10	11						
	Improve budget execution rate vis-à-vis budget approved estimates	Budget execution rate increased by 90% in line with estimates									15 000	15 000	15 000	15 000	60 000
	Increase the levels of resources available to GBOS as well as to the NSS	GBOS performance increased and 15% increase in government budget each year, 10% increase in donor funds each year													
	Improve financial reporting system	100% compliance with reporting requirements in each year (including monthly and annual reports) and Audit report satisfactory certified									15 000	15 000	15 000	15 000	60 000
To improve and enhanced public image and reputation of GBOS	Develop and implement Public Relations Strategy	Strategy available and implemented										20 000	10 000	10 000	40 000
Develop a working cultural Change management in GBOS	Implement Performance Management System (PMS)	PMS implemented													

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe								Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11				2008	2009	2010	2011	
			1	2	3	4	9	10	11						
	Evaluation and review implementation of PMS	All GBOS directorates produce high quality performance and monitoring reports by end December 2008, and so for subsequence years									42 500	18 750	18 750	18 750	98 750
	Institutionalize organization culture focusing on performance	Organisation culture review in September 2009 analysing GBOS performance focus									20 000	20 000	10 000	10 000	60 000
To promote an appropriate and supportive services in GBOS	Provide efficient and effective logistics services	GBOS staff are provided with a fully functioning office environment and equipment (vehicles, water connection, extension, ...)										365 000			365 000
	Prepare a GBOS inventory of equipment and furniture and maintain it throughout the period	GBOS inventory is properly done and maintained													
	To provide effective central secretariat services including word	90% user satisfaction with Central Secretariat Services and									15 000	15 000	15 000	15 000	

60 000

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Objective	Activities / Inputs	Performance Indicators/ Outputs	Timeframe							Annual Work Plan Costs (in USD)				Total
			2 008 Quarter				Strategic Plan 2009-11			2008	2009	2010	2011	
			1	2	3	4	9	10	11					
	processing, mail, document management and courier services	Effective service delivery based on GBOS needs and priorities												
	To welcome, inform and direct visitors to GBOS services	90% customer satisfaction with Reception Services												
Total Pillar 1									700 200	1 058 050	886 650	899 250	3 544 150	

Table B.7 Strategic pillar Two: Improving economic statistics for a better monitoring of programs implementation towards a sustainable economic growth.

Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
To produce and disseminate the National Accounts Statistics which are in line with the 1993 UN System of National Accounts (SNA 1993)	Clean Economic census data, Create worksheets and elaborate methodology for the compilation of the New GDP series	Final Worksheets, documented methodology and initial GDP benchmark available									38 000				38 000
	Preparation of new benchmark and new base year estimates for 2004 using Economic Census and IHS data	Final GDP Benchmark results and base year prices available									38 000				38 000
	Revision of past series and rebased Constant Price series	Revised long-term series in 2004 prices available									69 200				69 200
	Production of regular and timely annual GDP estimates	GDP estimates (by activities and by expenditures) ready to be published annually									26 400	11 400	11 400	11 400	60 600
	Conduct additional surveys / administrative data collection to improve some sectors of GDP	GDP estimates improved in specific sectors (livestock, construction, ...) – start										75 800	19 800	19 800	115 400

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
	Develop of a Social Accounting Matrix (SAM)	SAM produced									74 000			74 000
	Develop quarterly National Accounts	Series to be in place (tentative)									36 500	109 500		146 000
To produce and publish timely high quality price statistics		Series published quarterly												
	Maintain and improve CPI data collection, compilation, analysis and publication	CPI published on 15th of each month with graphs and comments								62 100	47 100	47 100	47 100	203 400
	Write methodology and Finalize rebasing the CPI with IHS 2003 data and agreed number of sample markets to be visited countrywide	Methodology available for Rebased and improved CPI series								38 000				38 000
	Introduce methodology for data collection, compilation and publication of the Producer Price Index (PPI) series	Methodology of PPI								38 000				38 000
	Weight PPI using 2004 Economic Census data	Weighted PPI index and publication available								38 000				38 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
	Conduct quarterly business surveys	Preliminary PPI publication													
	Conduct a rent survey to reflect it in the inflation rate	Designed and implemented									61 000	23 000		84 000	
To produce quarterly business statistics	Finalize data cleaning and report for the 2004 Economic Census	Economic Census data cleaned completed and Final Report published								57 500				57 500	
	Compile a comprehensive Business Register	Business Register is in place								82 500	27 500			110 000	
	Conduct quarterly Establishment / Business Survey	Improved and Updated GDP estimates available for annual publication										11 250	11 250	11 250	33 750
		Data available for improved PPI quarterly publication													
To produce key economic indicators	Develop and maintain data collection system for key economic indicators	List of indicators available and data collection system in place								31 250	11 250	11 250	11 250	65 000	
	Develop quarterly publication of key economic indicators	Quarterly Publication available within one month of the end of each quarter and								40 500	2 500	2 500	2 500		

48 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe								Budget (USD)				Total
			2008 Quarter				Strategic Plan 2009-2011				Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011		
		First publication													
		Reports on website each quarter													
To produce agriculture statistics	Liaise with the DoS for Agriculture to collect data on agriculture production and on costs of agriculture production	Updated and improved Agriculture Statistics estimates incorporated in NA													
		Agriculture statistics estimates incorporated in National Database													
	Conduct annual agriculture survey in close collaboration with DOSA									236 650	236 650	236 650			
	Analyze agriculture production and consumption data contained in the 2003 IHS	Report available and data used for national accounts purpose								20 000					
														709 950	
														20 000	
To produce trade statistics	Maintain production, analyze, publish and disseminate quarterly external trade statistics	Quarterly Publication available and disseminated								5 080	5 080	5 080	5 080		
														20 320	

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
	Conduct Quarterly Study on informal sector and cross-border non recorded trade (ECOWAS)	First Report produced and available for improving trade information and NA – Report every quarter									61 375	38 375	38 375	38 375	176 500
	Produce Import and Export Indices	Import and Export Indices produced										38 000			38 000
To produce Transport and Tourism statistics	Maintain and improve the production of transport statistics	Annual transport statistics available									3 050	3 050	3 050	3 050	12 200
	Liaise with Gambia Tourism Authority to produce and disseminate Tourism statistics	Annual tourism statistics available													
	Produce, Publish and disseminate the Annual Transport and Tourism Statistics Bulletin	Transport and Tourism Statistics Bulletin available													
	Develop survey of departing visitors in collaboration with GTA	Survey results published										24 600	4 600	4 600	33 800
	Implement monthly survey of room/bed occupancy at major hotels	Monthly series produced, and reported on website.													

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total				
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs								
			1	2	3	4	9	10	11	2008	2009	2010	2011					
To produce employment and earnings statistics	Analyze data on employment contained in the 2003/2004 IHS	Labour Force Report based on 2003/2004 IHS available												20 000				20 000
	Conduct a Labour Force Survey (Rural area – UNDP)	Data collection and data processing finished												220 000				220 000
		Data analysis done and report available																
	Conduct further administrative statistics studies on employment and labour market. Improve and harmonize data collection tools of related partner institutions	Data collection tools ; Labor data base; Bi-annual employment statistics report; employment and labour data included in the National database													24 600	4 600	4 600	33 800
To produce Government Finance Statistics (GFS)	Liaise with the DOSFEA to develop GFS (expenditure by purpose)	Tabulations produced and published																
	Analyze data on donor funding by purpose	Analysis available annually for National Accounts												27 500	7 500	7 500	42 500	
Total Pillar 2													888 955	592 155	582 155	543 155	2 606 420	

Table B.8 Strategic pillar Three: Improving social and demographic statistics for a better monitoring of the social services delivery programs and projects impact on the Gambia population, especially for the poor.

Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
To in-depth analyse the 2003/2004 data on Social services delivery for PRSP2 purpose and guide the design of the IHS 2	In-depth analyse IHS data and report writing	Report on delivery of social services (education, health) published									52 250				52 250
To Conduct a Demographic and Health Survey with HIV testing module (DHS+)												278 050	1 063 150		1 341 200
	Prepare and design the survey (Funding mobilization, data collection tools, training and pre-test)	Preparatory work finished										186 050	558 150		744 200
	Implement high quality data collection	Data collection start and well completed											330 000		330 000
	Conduct data processing	Data processing and cleaning completed, and preliminary report available											83 000		83 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
	Conduct data analysis and report writing	Final report available by end July 2010										92 000	92 000		184 000
To conduct annual Light Integrated Household Survey (LIHS)	Design and implement the annual LIHS	Fist annual LIHS done by 2010 and report available										430 700	430 700	430 700	1 292 100
To promote and improve the quality of administrative records on education statistics production and reinforce the Education Management Information System (EMIS)	Assess the current situation of education statistics from all sources (DoS for Education & Surveys)	Comprehensive report on baseline education data published									44 000	7 200	7 200	7 200	65 600
	Elaborate plan for improving education data	Plan for improvement of education data published													
	Organize workshop to approve the plan	Joint working group approves plan													
	Improve education data collection and systems	Data available for annual report, and published									38 400	38 400	38 400	38 400	153 600
To promote and improve the quality of administrative records on health statistics	Harmonize and report on health data from all sources (DoS for Health & Surveys)	Comprehensive report on baseline health data available									44 000	5 600	5 600	5 600	60 800

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
production and reinforce the Health Management Information System (HMIS)	Elaborate plan for improving health statistics	Plan for improvement of health data published, and Joint working group approves plan												
	Improve health data collection systems	Data available for annual report by end October 2008 and published							38 400	38 400	38 400	38 400	153 600	
To promote and improve the production and dissemination of gender statistics	Ensure data collection tools allow gender data collection	All data collection tools are reviewed and adapted to include gender component, where possible												
	Ensure data analysis take into account gender aspect	All statistics publication and reports are gender sensitive, where possible							2 180	37 180	2 180	2 180	43 720	
To prepare the 2013 General Population Census	Design and implement Cartography using GIS	Cartography field work start							29500	80 000	38 000	132 500	280 000	
To develop environmental statistics system	Design and implement action plan	System and action plan designed and data collection starts							1 700	1 700	10 000	21 700	35 100	
To conduct Migration Survey and improve Vital														

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
registration System															
	Analyze 2003 General Population data related to migration before thinking to conduct a complete survey	Migration report based on Population Census data available									16 000				16 000
	Design and implement the annual Migration Survey	Survey start by April 2011 and report available											208 000		208 000
	Consult with the DoS for Local Government to agree on the Vital registration methodology, forms and definitions	Memorandum of Understanding signed, Methodology; forms available and Implementation starts											20000	40 000	60 000
Total Pillar 3											266 430	917 230	1 653 630	924 680	3 761 970

Table B.9 Strategic pillar Four: Developing strong coordination and dissemination systems to improve quality of and easy users' accessibility to statistical information.

Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
To identify key PRSP monitoring indicators	To identify key PRSP monitoring indicators and assess PRSP data requirements in partnership with other stakeholders	Working Group meets and discuss recommendations on indicators and their definitions												
		List of key PRSP monitoring indicators agreed with associated definitions and data sources								25 400				
To review all statistical collections by Departments, statutory bodies, local government authorities and other organisations	Launch a rolling programme of reviews of different areas of statistics reporting to the Statistics Council. Review data collection methodology, tools, systems, definitions, standards and data sharing modalities by specific area	Launching workshop												
		Reviews start, Status Reports on specific areas and MoUs available								63800	191 400			
To develop DEVINFO as a national database for official statistics	Adapt DEVINFO to suit PRSP, MDGs and other user needs	GAMINFO as National Database of official statistics established and ready for use in								20 000				

20 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
		GBOS													
	Collect data & metadata for DEVINFO indicators and verify data quality	Data updated Quarterly on GamInfo by end of each quarter									36 000	36 000	36 000	36 000	144 000
To update and improve GDDS metadata	Collect GDDS Metadata and agree with other statistics producer partners within the NSS	Metadata posted on IMF website & GBOS website, and then updated each year.									38 500	38 500	21 000	21 000	119 000
To promote statistics awareness programme in The Gambia	Celebrate African Statistical Day – 18th November each year	Workshop organized on the African Statistical Day with specific focus on statistical themes									9 000	9 000	9 000	9 000	36 000
	Celebrate World Population Day – 10th July	World Population Day celebrated each year with focus on population and social statistics themes									9 000	9 000	9 000	9 000	36 000
To develop an national based compendium of statistical concepts, definitions and classifications	Organise Sector Working Groups (SWG) to develop specific Compendium of statistical and	Compendium completed										119 000	9 000	9 000	137 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
suitable to the Gambia socioeconomic environment and based on international standards	indicator concepts, definitions and classification adapted to Gambia context													
To develop a dissemination strategy and its implementation plan	Develop a dissemination strategy and implementation plan	Dissemination strategy and implementation plan available								10 000	5000	5000	5000	25 000
	Develop data pricing policy	Data Pricing policy published on website												
To timely disseminate statistics products and promote use of statistics for policy and decision-making	Disseminate data and train users on the use of statistics for policy and decision-making	Statistics publication timetable approved by the Council and updated annually, and post on the GBOS website												
	Update GBOS website every month	GBoS Website created by April 2008 and updated by the 28th of every month								10 000	5000	5000	5000	25 000
To improve user satisfaction on statistics products	Conduct User needs and satisfaction study	Report on user needs and satisfaction study available												
	Reflect users needs by priority in	User needs clearly reflected in Annual												

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
	GBoS Annual Work Programme	Work Programme													
	To organize Producer and User workshop to improve quality of statistics	Quarterly workshops organized									34 400	14 400	14 400	14 400	77 600
To develop and update the sampling frame and national master sample for household surveys	Develop a comprehensive sampling frame and National Sample Frame for household surveys using 2003 Census Data	Household sampling frame and National Master Sample drawn for users									26 000				26 000
To coordinate GBoS participation in local, regional, international conferences and other important events related to statistics	Prepare programme of events to be submitted to the Statistician General (SG) for approval	Programme agreed with Management Team at the start of each year and posted on the GBOS website and keep updated													
	Select participants in collaboration with other GBOS directorates	List of participants posted on intranet each quarter													
	Ensure Quality control and reporting of events.	Report from participants crosschecked and posted on the website									64000	64000	64000	64000	256 000

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
To coordinate the develop of the NSS Annual Work Program (AWP) to be submitted to the Conference of Official Statistics	Coordinate AWP within GBOS and NSS	AWP for GBOS and the NSS available												
To create a statistical reference material centre at GBOS to increase capacity for NSS staff	Equip GBOS with library with new books, publications and other library materials (electronic or hard copies)	Full functioning library and used mainly by the NSS as well as user users								50 000	25000	25000		100 000
Total Pillar 4									346 100	541 300	197 400	197 400	1 282 200	

Table B.10 Strategic pillar Five: Improving Management Information System (MIS) as a milestone for data processing, storage and accessibility to statistical information

Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total		
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs						
			1	2	3	4	9	10	11	2008	2009	2010	2011			
To Create and update GBoS Website	Create initial simple website with a commercial site host	Simple website created									12 000				12 000	
To develop and implement a comprehensive IT policy and strategy											38 000				38 000	
	Develop an IT policy and strategy for GBOS	Policy document drafted									38 000				38 000	
	Agree on a policy for statistical and other software to be use by GBOS	Policy agreed by June 2008 and on website														
	Establish a strong data management framework	MIS network operational in GBoS and archiving is well done and regularly updated														
To develop, maintain and update a more comprehensive GBoS Website	Create a more comprehensive GBoS website	Comprehensive GBoS website created										25 000	5 000	5 000	35 000	
To create GBoS Internet and Intranet																

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total	
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs					
			1	2	3	4	9	10	11	2008	2009	2010	2011		
connections for better information and communication sharing															
	Develop and provide facilities for Internet connection internet / wireless	Equipments and other facilities available and GBoS connected to internet										60 000	15 600	15 600	91 200
	Develop and provide facilities for Intranet	Intranet is operational													
	Maintain the LAN	LAN is regularly and properly maintained													
	Maintain all GBoS hardware	Hardware properly maintained													
	Ensure GBoS Security system protection and back up facilities	GBoS Security system protection by end September 2008 and back up facilities													
To assure a better communication within and outside of GBoS	Develop GBoS communication strategy	Communication strategy available											20 000		20 000
To establish a Central Data Archiving System	Set up secure file storage for central archiving	Policy and strategy agreed and posted on GBoS website									26 000				26 000
	Archive existing surveys and census of last ten	Proper electronic Archiving done for surveys, census													

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
	years	and other publications of last 10 years, and documented												
To establish and strengthen the microdata management framework	Produce CD-ROM for archived surveys and Censuses, and publish metadata and documentation on Intranet and internet and define institutional procedures	Policy document available, and Interactive CD-ROM on archived surveys and censuses available												
		Census and Surveys micro-data and documentation accessible online (intranet & internet)								26 000				26 000
To enhance and strengthen ICT skills to GBoS as well as NSS staff and expand data entry capacity to GBoS	Supply computers and software to GBoS for Staff according to Directorate needs.	Sufficient Computers and software installed in all GBoS directorates.								18000				18 000
	Upgrade GBoS data entry lab facilities	GBoS Data Processing Lab networked facilities for data entry is operational								15000				15 000
	Conduct ICT skills assessment for GBoS and NSS staff and develop	ICT skills assessment and training module developed									81 200	31 200	31 200	143 600

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Objective	Activities / Input	Performance Indicators / Outputs	Timeframe							Budget (USD)				Total
			2 008 Quarter				Strategic Plan 2009-2011			Annual Work Plan Costs				
			1	2	3	4	9	10	11	2008	2009	2010	2011	
	training modules and training programme.													
	Train GBOS and NSS staff in ICT for Statistics	GBoS and NSS trained in ICT												
To strengthen the GIS management Framework at GBoS	Adopt XML metadata standards according to UNGISWG	GBoS - GIS database updated at international standards (participation in UNGISWG Administrative Boundaries Project)							64 467	64 467	64 467	60 000	253 400	
	Digitalize all EA maps from the Census and finalize data cleaning and prepare for 2013 census	Preserve boundary files and GIS related data to Central Archive by, and prepare cartography for the 2013 Census												
Total Pillar 5									173 467	256 667	136 267	111 800	678 200	
SUB TOTAL									2 375 152	3 365 402	3 456 102	2 676 285	11 872 940	
Miscellaneous (5%)									118 758	168 270	172 805	133 814	593 647	
TOTAL- ALL PILLARS									2 493 909	3 533 672	3 628 907	2 810 099	12 466 587	

Table B.11 Salaries and Allowance and Operational costs (in USD)

	Year 2008	Year 2009	Year 2010	Year 2011	Total
Salaries (Gross)	350 000	367 500	385 875	405 169	1 508 544
Statutory Allowance (Gross)	110 000	115 500	121 275	127 339	474 114
Social Security	50 000	52 500	55 125	57 881	215 506
Medical insurance	40 000	42 000	44 100	46 305	172 405
Incentives	15 000	15 750	16 538	17 364	64 652
Other operational cost	140 000	147 000	154 350	162 068	603 418
Total excluding Operational cost.	565 000	593 250	622 913	654 058	2 435 221
Total including Operational cost.	705 000	740 250	777 263	816 126	3 038 638
OVERALL TOTAL- ALL COMPONENTS OF THE STRATEGY	3 198 909	4 273 922	4406169	3 626 225	15 505 225