



**National Strategy for the
Development of Statistics (NSDS II)
2018 - 2022**

THE GAMBIA

**GAMBIA BUREAU OF STATISTICS
(GBoS)**

National Strategy for the Development of Statistics

THE GAMBIA NSDS II

2018-2022

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FOREWORD

The Gambia Bureau of Statistics (GBoS) is the official institution responsible for the development of statistics in the country. GBoS coordinates and supervises the production of official statistics in the National Statistical System.

Statistics is important for informing government policy, decision making and also guiding private sector decisions. The production and dissemination of high quality statistics to facilitate the planning functions and support the monitoring and evaluation of government programmes cannot be over emphasized. The bureau's mandate is to produce and disseminate various types of official statistics, but there are other key players such as Ministries, Departments and Agencies (MDAs) that produce and use a variety of statistics for their work. This was the basis for developing the National Strategy for the Development of Statistics (NSDS II 2018-2022), which is aligned to the country's development agenda: the National Development Plan (NDP 2018-2021), Sectoral development agenda and the Sustainable Development Goals (SGDS) and also to strengthen and broaden the statistical development in the National Statistical System (NSS) of The Gambia.

Within the context of the NSDSII, GBoS has some critical roles to play that cover conducting National Surveys and Censuses, including compilation of data from administrative sources and coordinating and monitoring and harmonizing data production processes within the NSS. The Bureau is committed to producing comprehensive, accurate, reliable and timely statistics and spearheading the cause for statistics in the Gambia through partnerships with key data producers, users and other stakeholders including development partners. The partners will improve synergy in statistical production and eradicate duplication of efforts and waste of scarce and valuable resources that could have been used for other important purposes. The Gambia Bureau of Statistics hereby provides its Strategic Plan as one of the building blocks of the NSDS of The Gambia and by so-doing the Bureau would like to re-affirm its commitment to deliver the statistical outputs as specified in the Plan.

As the case with any development activity many resources are required. Concerted effort is required to ensure that the NSDS II and the initiatives that it will support are fully and appropriately implemented within the specified time frame.

Baboucar Sarr

Chairman of the Statistics Council

ACKNOWLEDGEMENT

The Government of The Gambia has completed the country National Development Plan (NDP) covering the period 2018-2021 with clear objectives, strategies and targets. The National Strategy for the Development of Statistics (NSDS II, 2018-2022) presents a comprehensive framework aiming at efficiently and timely providing good quality official statistics to monitor progress, evaluate impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions.

In this regards, the Gambia Bureau of Statistics (GBoS) has the great honour to present to the Government of The Gambia, to our development partners and to all our stakeholders, the second National Strategy for the Development of Statistics (NSDS II).

The Gambia Bureau of Statistics appreciates the efforts of all GBoS and MDAs members who supported the development of the sector strategic plans for the development of statistics that formed the building-blocs of the second National Strategy for the Development of Statistics (NSDS II).

Our sincere gratitude has been extended to the members of National Statistics Council for their inspiration, Sector Committee members and the Core Technical Team who exerted all their efforts in putting this document together.

We profoundly appreciate the contribution and technical advice from development partners throughout the NSDS II design process, especially the African Development Bank (AfDB), the United Nations Development Programme (UNDP) and the Partnership in Statistics for Development in the 21st Century (PARIS21). We deeply value our development partners' partnership and commitment to supporting the development of statistics in The Gambia, especially the enthusiasm to continue supporting the implementation of the NSDS II.

Special thanks go to the International Consultant from African Development Bank, Professor Oladejo O. Ajayi, who provided professional advice to carrying out situational assessments of the sectors, to develop Sector Strategic Plans for the Development of Statistics (SSPDS) and the general orientation and prioritization of activities for NSDS II. We equally appreciate the international consultant from Partnership in Statistics for Development in the 21st Century (PARIS21), Mr Charles Machinjili, for his professional guidance and support to the finalisation process of the NSDS II document.

We highly commend the Government of The Gambia for its continuous commitment to supporting the development of statistics.

Finally, We would also like to thank the NSDS II Core Technical Team and the entire staff of GBoS and MDAs for their relentless effort throughout the design process of the NSDS II.

Nyakassi M.B. Sanyang
Statistician General, GBoS

LIST OF ACRONYMS

AfDB	African Development Bank
ASYCUDA	Automated System for Custom Data
CBG	Central Bank of The Gambia
CBO	Community Base Organisation
CRVS	Civil Registration and Vital Statistics
CSO	Civil Society Organisation
CSPro	Census and Survey Processing
DCMQAD	Directorate of Coordination, Methods, Quality Assurance and Dissemination
DP	Development Partner
FAO	Food and Agriculture Organisation
GBoS	Gambia Bureau of Statistics
GCCI	Gambia Chamber of Commerce and Industry
GIEPA	Gambia Investment and Export Promotion Agency
GIS	Geographic Information System
GDP	Gross Domestic Product
IHS	Integrated Household Survey
ICT	Information Communication and Technology
MDA	Ministries Departments and Agencies
MICS	Multiple Indicator Cluster Survey
MIS	Malaria Indicator Survey
MoFEA	Ministry of Finance and Economic Affairs
NDP	National Development Plan
NGO	Non-Governmental Organisation
NSC	National Statistic Council
NSDS I	National Strategy for the Development of Statistics First Generation
NSDS II	National Strategy for the Development of Statistics Third Generation
NSO	National Statistical Office
NSS	National Statistical System
PAGE	Programme for Accelerated Growth and Employment
PARIS21	Partnership in Statistics for Development in the 21st Century
PRSP	Poverty Reduction Strategy Paper
SDG	Sustainable Development Goal
SIC	Special Investment Certificate
SSDS	Sector Strategy for the Development of Statistics
SPSS	Statistical Packages for the Social Sciences
SSS	Sector Statistical System
SWOT	Strengths, Weaknesses, Opportunities and Threats
TWG	Technical Working Group
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nation Children's Fund
UTG	University of The Gambia
WFP	World Food Programme
WHO	World Health Organisation
WB	World Bank

EXECUTIVE SUMMARY

The responsibility for meeting data requirements of users in the Gambia falls on the National Statistical System. This system comprises data users, producers and suppliers whom the Gambia Bureau of Statistics (GBoS) must coordinate to produce official statistics. The production and dissemination of official statistics involves the generation of a wide range of economic and social statistics, including compilation, processing, analysis and dissemination of national accounts, consumer price indices, education statistics, health statistics, poverty profile, and demographic statistics. The coordination role of GBoS is therefore important in this respect.

The international community has come to a consensus on the need for a holistic and strategic approach to improve the statistical system and enhance statistical capacity in developing countries and the Gambia is no exception. This approach involves the development of a National Strategy for the Development of Statistics (NSDS).

The Gambia had its first national strategy (NSDS I) covering the period 2007-2011. An assessment of the NSDS I highlighted a number of problems emanating from its implementation which included a singular focus on GBoS, lack of a comprehensive and sustainable human resource development programme and poor ICT infrastructure. The NSDS II which covers the period 2018-2022 has refocused its scope to deal with the weaknesses identified and to expand its scope to cover ten line Ministries, Departments and Agencies (MDAs) in Government in addition to the GBoS.

The NSDS II has been designed using international best practice which involves getting a “buy-in” from the political leadership, decision makers, MDAs and development partners. The Plan is aligned to National Development Plan (NDP 2018-2021) and international statistical principles and frameworks. A “bottom up” approach has been used by requiring each of the 11 MDAs covered to produce its own sectoral statistics strategic plan. The sector plans were then used as building blocks for the - year activity plan of the NSDS II.

A SWOT analysis was done to inform the process of coming up with a time-bound vision, mission and strategic goals. The NSDS II has six Strategic Goals and each goal has a number of strategies and activities to achieve it. The vision and mission are listed below and the six Strategic Goals with related costs are listed in Table 1.

Vision

A well-coordinated statistical system that timely produces quality statistics in response to user needs by 2021.

Mission

Establish an integrated and well-coordinated NSS producing official statistics of high quality in a transparent and timely manner and advance their effective use for both public and private policy decision-making.

The NSDS II contains an annualised work plan and budget as well as monitoring and evaluation mechanisms. The work plan covers regular activities and periodic activities which include major surveys and censuses. To answer the requirements of emerging themes the Plan has activities dealing with more use of administrative data and mechanisms for tackling Big Data and Open Data.

An estimate of the budget indicates that an amount of US\$ 29.3 million would be required for the implementation of the NSDS II. The largest amount will be spent on the generation of relevant data sets in response to user demands (61.3 per cent) followed by the enhancement of physical and ICT infrastructure (17.6 per cent) and building capacity in human resources through training and recruitment of more staff which takes up 17.0 per cent of the funds. Details of activities and related cost can be seen in Table 6.

The funding for the programme is expected to come from the Government of The Gambia through participating MDAs and from development partners. A Development partners' Coordination Committee involving those partners providing technical and financial support, will meet regularly to rationalize support and assure continued "buy in" of the various components of the programme.

Table 1: NSDS II Strategic Goals and summary budget

Goals	Total	2018	2019	2020	2021	2022
Goal 1: An efficient and well-coordinated NSS	787,000	195,000	155,000	145,000	147,000	145,000
Goal 2: Quality and sustainable human resources across the NSS	4,986,000	832,000	1,056,000	1,026,000	1,051,000	1,021,000
Goal 3: Enhanced physical, ICT and statistical infrastructure	5,161,000	1,616,000	2,642,000	608,000	157,000	138,000
Goal 4: Improved data production and dissemination	17,972,000	1,877,000	4,815,000	3,710,000	2,940,000	4,630,000
Goal 5: Assured data quality	235,000	155,000	65,000	5,000	5,000	5,000
Goal 6: Sustainable funding and partnerships	150,000	50,000	25,000	25,000	25,000	25,000
Total	29,291,000	4,725,000	8,758,000	5,519,000	4,325,000	5,964,000

INTRODUCTION

1. BACKGROUND

Statistics are very critical for evidence based decision-making and the promotion of the Results Agenda. For effectiveness they should be aligned to the national and international development agenda. The Gambia has the Vision 2020 framework which has been the basis for the Poverty Reduction Strategy Paper (PRSP) programmes which were later followed by the Programme for Accelerated Growth and Employment (PAGE) covering the period 2012-2015, and has now finalised the National Development Plan for the period 2018-2021.

The first National Statistical Development Strategy (NSDS I 2007-2011) was developed to accommodate the statistical requirements of the PRSP II and the Millennium Development Goals (MDGs). The NSDS I was inward-looking focusing mainly on the activities and development of The Gambia Bureau of Statistics. Apart from its alignment to the National Development Plan (NDP 2018-2021) and the Sustainable Development Goals, the NSDS II (2018-2022) has a wider focus by also enhancing statistical capacity in the sectors and the wider statistical community.

Data generated through NSDS II will provide reliable assessments of key economic and social strategies at the national and sectoral levels and also cover all aspects of development including measures of economic output and those of the well-being of the citizens/individuals of the society. Policy formulation and critical decision making also require good and timely statistics. Similarly, adequate statistics are needed to measure the efficiency of service delivery and the determination of resources in an efficient manner.

Tackling current emerging themes such as the data revolution imply coming up with ways to provide adequate statistical information for the right people, at the right time and in the right formats presented in a user-friendly way. The National Statistical System (NSS) therefore needs strengthening in order for it to respond to these data needs. To provide the required information based on data needs, the NSS must be strengthened and be responsive to supply data adequately and timely. The NSDS II is therefore a critical vehicle through which such adequate and timely data would be delivered.

2. THE NATIONAL STATISTICAL SYSTEM

The NSS comprises the National Statistical Office (NSO), individuals, institutions and all other stakeholders involved in the data production industry in a country. Their actions and products of their actions together with the system must operate in order to bring about desirable outputs for the use of other systems and entities. The NSS has sub-systems at sectoral and sub-national levels as sub-components of the entire system all fitting together for effectiveness.

The stakeholders of the NSS comprise data producers at both macro and micro levels, the Development Partners (DPs), Government authorities, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) and the Media. At the centre of the NSS is the National Statistical Office serving as the coordinator of the NSS.

CHAPTER 1: GOVERNANCE OF THE NATIONAL STATISTICAL SYSTEM

1.1 INTRODUCTION

The concept of the NSS implies joint collaboration by data producers, suppliers and users. Each player is involved to varying degrees in the functions of the other. It is therefore important to coordinate all these players on the statistical playfield in order to produce reliable statistics to guide the formulation, implementation and monitoring of policies.

The NSS presupposes existence of a legal framework, institutional and organizational arrangements and guiding principles and frameworks for the collection, management and dissemination of official Statistics. This set up assures a harmonised approach to the collection, processing, storage, retrieval and dissemination of official statistics.

1.2 THE NATIONAL STATISTICAL SYSTEM IN GAMBIA

Institutionally, the NSS brings together all key stakeholders and institutions in the field of producing, supplying and using statistics. At the centre is the National Statistical Office, and in this case the Gambia Bureau of Statistics (GBoS) serving as the coordinator of the NSS. The GBoS ensures that the sub-systems [Sector Statistical Systems (SSSs)] are integrated into the NSS. The GBoS also ensures that international and national standards are adhered to so as to capably audit all the statistics produced and certify them as official. The statistical compendium of concepts and definitions will therefore be a useful tool in this regard. Other statistical standards should also be adopted and decentralized for a harmonized production of statistics that are comparable nationally, regionally and internationally.

The National Statistics Council (NSC) steers the system at the policy and programme levels while the head of GBoS, the Statistician-General, steers the system at the executive level. In this strategic approach to strengthen the NSS, the NSC serves as the steering committee for the process of designing the NSDS II and subsequently monitors its implementation.

Apart from the GBoS, there are other key players among the stakeholders that engage in the generation and uses of statistics such as the Ministry of Finance and Economic Affairs (MoFEA), Central Bank of The Gambia (CBG), the Ministry of Education, the Ministry of Health, the Ministry of Agriculture, the community of Development Partners, Research Institutions and the University of The Gambia (UTG), etc. Even though there is some collaboration and coordination with the MDAs their information management systems are weak.

MDA information management systems derive most of their data from administrative records. Such systems are generally weak and require substantive development and improvement while the key suppliers of data require a lot of motivation in order to provide data and records for the compilation of the needed statistics.

1.3 PRODUCERS AND USERS OF STATISTICS

Producers: These are data production agencies in the public sector: It includes GBoS, the statistics units in the MDAs and other public institutions. There are also producers of statistics in the private sector that include The Gambia Chamber of Commerce and Industry (GCCCI), NGOs and Training and Research Institutions.

Users: Included among these are policy formulation and/or decision making institutions across government, parastatals and other public institutions, private sector companies (e.g. Commercial Banks), NGOs, Civil Society Organizations, Researchers, Development Partners, Regional and International Organizations, Sub-Regional Organizations, the media and society at large.

Suppliers/Providers: These include Establishments/Institutions in the public sector, business establishments in the private sector including informal sector establishments, NGOs, households, persons/individuals within the society.

See Annex III for a list of types of suppliers and users of statistics.

1.4 THE NSS: DESIRED SITUATION

The essence of establishing a National Statistical System is to bring all players in the data production industry together, working as a team. This consequently results in the generation of coherent, reliable, timely and demand-driven (relevant) data products in an efficient cost-effective manner to support management and development initiatives including policy formulation and critical decision making.

A good NSS has relatively uniform capacity for generation and use of statistics in its sub-systems and constituent parts. The system operates with impartiality in data collection and data release, ensures confidentiality of supplied data, and acts with objectivity, transparency, integrity and independence in all its operations. The components of the system produce relevant data (through user/producer interactions), turn data into information through policy/research analysis and ensure high quality of statistics plus timeliness of data release as a result of good cooperation between and responsiveness of suppliers to the producers.

Extensive statistical advocacy about the importance of statistics to the society and wide spread dissemination of data to the public are roles carried out by the media while training institutions ensure that there is effective and relevant capacity building for the NSS. The entire NSS players are quality conscious in that data being generated in the system pass the assessment tests across all the quality dimensions – relevance, accuracy, methodology, soundness, serviceability, timeliness and accessibility plus appropriate levels of disaggregation.

All mandatory statistics should be produced by the GBoS but in collaboration with the sectors. Similarly for all statistics, the source might be from the various sectors and usually

from administrative records but the compiled statistics should be made available to the GBoS.

Further analysis of data is another area in which collaboration will be necessary. GBoS and Research Institutions need to collaborate for further analysis of data. The outputs of the joint work become useful as statistical information which can be used for decision making.

The media help in raising the profile of statistics by using data to support their reports and by helping to disseminate statistics by regularly publishing statistics in their various media outlets. Training and Research Institutions play a role in statistical capacity building through training, and through policy related research and analyses. Development partners and donors for their part, provide funding and technical assistance. They also use statistics to identify sectoral issues in which they could make interventions and to monitor development results.

In summary, GBoS plays an important role in coordinating the activities of the NSS through the current and proposed governance arrangements. A revised Statistics Act will be central in ensuring that this is achieved. The activities that are outlined in the activity plan will be closely monitored by GBoS and funds will be disbursed for such activities according to the timing indicated in the implementation plan. Capacity development has been prioritised in order to have the statistics units of the MDAs properly functioning as required.

1.5 THE DATA REVOLUTION AND CHALLENGES FOR THE NSS

1.5.1 INTRODUCTION

The era of producing data from limited sources has long passed with the advancement in technology. Data production has gone beyond those produced as official statistics or through surveys. The evolution in technology has been harnessed significantly by all sectors of life from business, research, telecommunication, transport and others to complement the knowledge base as provided by official statistics producers. “A true data revolution would draw on existing and new sources of data to fully integrate statistics into decision making, promote open access to, and use of, data and ensure increased support for statistical systems”(HLP Report, P23).

With the large nature of data being produced, there is also the complexity around these data that most of them are in forms that are very difficult to analyse. The conventional data processing applications are not properly configured to adequately deal with all types of data being produced. These challenges include analysis, capture, sharing, storage, visualization.

1.5.2 CHALLENGES FOR THE NSS

The first challenge that faces the NSS, which of course has not been envisaged before is how all the various producers of data that are not part of the NSS could be properly identified and include their activities in the data development processes. The second

challenge is related to issues around making these data accessible to the public for useful consumption; a concept that is regarded as Open Data. With the volume of data being produced, the cost of production of useful data is therefore expected to be significantly reduced. In the same vein, official statistics can now be greatly complemented with such data.

The NSS will therefore work towards building capacity in the area of Big Data management in order to harness the big volume of data being produced. This will entail focussing more on administrative data from all sources. In addition, the NSS will ensure that all producers adhere to national and international principles and standards in the production of their data and introduce appropriate protocols for their aggregation and release.

CHAPTER 2: THE NSDS II DESIGN PROCESS AND ALIGNMENT TO DEVELOPMENT AGENDAS

2.1 ALIGNMENT TO DEVELOPMENT AGENDAS

The development of the NSDS II is aligned to the National Development Plan (NDP 2018-2021). It took into account international development plans as well as international statistical principles and frameworks. While the national development plan was the key driving force behind the indicators, these were also developed in line with the international data requirements and obligations. Cognisance was taken of the need to abide by continental and global principles and frameworks on statistics. This Chapter lists the most significant agendas, principles and frameworks which have an impact on statistical activities in the context of the Gambia NSDS II 2018-2028.

2.1.1 ALIGNMENT TO INTERNATIONAL DEVELOPMENT AGENDA

At the global level, the NSDS II has been aligned to the following continental and international statistical principles and frameworks:

1. African Charter on Official Statistics
2. The UN Fundamental Principles of Official Statistics
3. The Strategy for the Harmonisation of Statistics in Africa (SHaSA)
4. The African Union Agenda 2063
5. Paris Agreement on Climate Change (COP21)
6. The UN Agenda 2030 (Sustainable Development Goals (SDGs))

2.1.2 ALIGNMENT TO NATIONAL DEVELOPMENT PLAN

The Gambia had the medium-term development plan designated the Programme of Accelerated Growth and Employment (PAGE) which expired in 2014. This plan was extended till 2017 whereas the National Development Plan (NDP 2018-2021) was completed.

The NDP 2018-2021 provides a set of policy objectives and strategies to guide the preparation and implementation of medium-term and annual development plans and budgets at sector and district levels. The transformation required to attain the objectives of NDP 2018-2021 presupposes the availability of quality statistics from the NSS to measure and monitor indicators to inform national policy and planning processes.

The NDP 2018-2021 has emphasised the need to strengthening data for development. The alignment of the NSDS II to the national development agenda will provide the opportunity for advocacy among stakeholders particularly the political leadership, decision makers and development partners. It will also provide an opportunity to mobilise the country and the development partners' community to support national statistical development.

2.2 CONSULTATION PROCESS

The administrative arrangement required to support the preparation of the second National Strategy for the Development of Statistics (NSDS II) in The Gambia including the sectoral statistics strategies started with the identification of the structures and was followed by defining the composition of the structures with accompanying Terms of Reference (TOR).

The structures included:

- **Steering Committee:** the National Statistics Council (NSC) served as this committee which is a policy group to receive reports of progress from the Statistician-General periodically during the preparation and implementation of the NSDS-II;
- **National Advisory Council:** composed of the Permanent Secretaries and Chief Executive Officers of the MDAs who by their positions and authorities facilitated the process of preparing the Sectoral Strategies for the Development of Statistics (SSDSs) thereby enhancing national/sectoral ownership of the process ;
- **The Statistician General (SG)** as the head of the NSS: stood in to provide the leadership of the entire process;
- **National Coordinator:** The Director of Coordination, Dissemination, Quality assurance and Methods at GBoS was the NSDS II national coordinator and reported regularly to the SG since he/she stands in for him for all activities;
- **National NSDS team:** was made up of a Core Technical Team (CTT) as core of the team to work full-time on the process. This team was comprised of members from GBoS departments plus four sector representatives from Ministry of Basic & secondary Education, Ministry of Higher Education, Central Bank of The Gambia and the Ministry of Trade, Industry and Employment.
- **Strategy committees:** based in the following Institutions - GBoS, Sector/MDAs committees at the 10 Phase-I selected sectors with GBoS staff representatives as members of each of the MDA committees, inter-agency committee, user groups in the MDA committees, National User/Producer committee.

The development of the NSDS II roadmap focused on identifying tasks, key activities with corresponding timelines and responding actors. It was to guide the entire process of the preparation of the NSDS II and the SSDSs. The assessment of the current status of all the sectors was conducted which led to strategizing and visioning both nationally and at sector level. Study tours were undertaken to some African Countries (Uganda and Rwanda) to learn experiences from their own example of NSDS design process.

Statistics Sector Strategies were developed first and formed the building blocks of the NSDS II. This process was enhanced through holding of two national drafting workshops and other working sessions in retreats involving focal points from participating MDAs.

CHAPTER 3: SITUATION ASSESSMENT

3.1 LEGAL FRAMEWORK

The NSS has been defined as comprising all producers, users and suppliers of statistical information. This definition and the existence of the NSS were not covered in the Statistics Act of 2005. It is imperative that the functions attached to producing data and the requirements of their use are properly contextualized in a framework that will be comprehensive and exhaustive. The framework must also have at its core quality assurance principles in line with international standards.

3.2 SECTOR REQUIREMENTS

An assessment of the NSDS I also noted that sectoral requirements were not adequately covered in terms (i) of human resource and (ii) financial capacity shortfalls. NSDS I was inward looking designed primarily as a corporate plan of GBoS and not the entire NSS.

Efforts were made to develop a new NSDS that would address the needs of the entire NSS. Statistics sector strategies were developed with technical support from AfDB and UNDP. The process took into account prior consultations with the authorities and other stakeholders to assure their support. However for various reasons, this process took longer than expected.

Consequent on the foregoing PARIS21 was approached for support and this support was provided early 2017 in the form of financial and technical assistance to finalize the drafting of NSDS II.

3.3 METHODOLOGY TO MAINSTREAM STATISTICS SECTOR STRATEGIES

The drafting team, with support from the consultant, reviewed the statistics sector strategies in order to streamline and standardise them in line with the 2015 PARIS21 NSDS Guidelines. Recommendations were made as to the core issues that should be reflected in the Sector Plans and in the NSDS. Various focal points were identified from the MDAs representing the eleven sectors and following agreed recommendations, the necessary adjustments to the sector strategies were made which were then incorporated into the NSDS II.

Eleven key MDAs were identified and have been included under NSDS II as listed in Table 2 below:

Table 2: **MDAs under the NSDS II**

No.	MDAs/Agency
1	Gambia Bureau of Statistics (GBoS)
2	Ministry of Finance and Economic Affairs (MoFEA)
3	Ministry of Higher Education, Research, Science and Technology (MoHERST)
4	Ministry of Interior (Mol)
5	Ministry of Health and Social Welfare (MoH&SW)
6	Ministry of Trade, Regional Integration and Employment (MoTIE)
7	Ministry of Agriculture (MoA)
8	Ministry of Basic and Secondary Education (MoBSE)
9	Ministry of Ministry of Tourism and Culture (MoTC)
10	Ministry of Works, Transport and Infrastructure (MoWTI)
11	Central Bank of The Gambia (CBG)

Although there are 11 MDAs, it was concluded that for the purposes of the NSDS costing was done only for the nine MDAs. The Ministry of Finance and Economic Affairs and the Central Bank of the Gambia were not in a position to provide a disaggregated budget for statistical activities as they were in the process of revising their overall activity plans.

3.4 EXTERNAL FACTORS AFFECTING STATISTICAL DEVELOPMENT

A number of external factors affect the development of statistics in most countries and The Gambia is not an exception. Mostly referred to as PESTLEI (Political, Economic, Social, Technological, Legal, Environmental and International), these factors provide either opportunities for or threats to the development of statistics at country level.

3.4.1 Political

These relate to political or Government policies and environment. In the case of The Gambia, these factors may include:

The Gambia medium term National Development Plan (NDP 2018-2021) provides an opportunity to enhance demand for statistics. However, if not adequately financed and implemented could pose a threat to the data demand and use.

3.4.2 Economic

The Gambian economy is small and hence relies primarily on tourism, agriculture and remittances which are vulnerable to external shocks, this has been illustrated by the West Africa Ebola crisis and the poor crop harvest in 2014. Real GDP growth stagnated at 0.9% in 2014, and while GDP estimates showed a recovery in 2015 to 4.3%.

A widening fiscal deficit, ad hoc monetary policy shifts, and Central Bank financing of the deficit caused the macroeconomic situation to further weaken in 2016, and is expected to dampen growth and private investment. This has resulted in financial difficulties in a

number of public sectors and the Bureau is no exception.

3.4.3 Social

The Gambia is a small country with a population of about 1.9 million according to the 2013 Population and Housing Census. The population has been growing at the rate of 3.1 per cent per annum during the inter-censal period 2003-2013 implying that the population could be doubled in 21 years. This entails the need for more investment in statistical capacity building.

The use of statistics is however hindered by the fact that the literacy rate remains low in the country (55.1 per cent) which may result in little appreciation of statistics.

Unlike other countries in the region, HIV prevalence rate in 2013 (1.9 per cent) remains quite low in the country. There are opportunities that investment in human resource could be more sustainable.

3.4.4 Technological

Technological developments have a direct impact on statistical operations and indeed statistical development.

The use of mobile devices for data collection, processing and transmission is one such opportunity that could ensure timely release of data making data more relevant to users. Transmission of internet services through mobile phones has enhanced access to internet in the country. Dissemination of data through the internet would therefore ensure there are more people accessing data through the web.

Availability of open source software has been critical to reduce costs of statistical processes. It is imperative that The Gambia NSS takes advantage of such software and use in statistical processing and dissemination.

The increase in access to and use of social media presents an opportunity to share and interact with a wider audience on statistical issues.

3.4.5 Legal

The Statistics Act, 2005 provides the legal basis for the operations of GBoS. However since its approval, a number of developments have taken place necessitating its review. For instance, the United Nations Fundamental Principles of Official Statistics were reviewed and updated in 2014. Similarly, the African Charter on Statistics was adopted in 2009 of which principles are not reflected in the Statistics Act, 2005. The SHaSA has also been reviewed between 2016 and 2017 and the revisions have not yet been incorporated in the Act.

The Data revolution and use of big data are some of the current themes not reflected in the Statistics Act, 2005. Furthermore, the Act does not adequately address the coordination function of the NSS by GBoS.

3.4.6 Environmental

As indicated earlier, The Gambia has experienced an increase in total population. This increase in total population has resulted in an increase in the need for housing infrastructure. The increase in housing infrastructure has resulted in more deforestation, pollution and land degradation. Environmental protection needs reliable statistics for better planning and monitoring.

3.4.7 International factors

Developments at the global level have an impact on statistical activities at national level. The following are some of the issues believed to have an impact on the development of statistics in The Gambia:

The adoption of the Sustainable Development Goals (SDGs) in 2015 has created a new demand for statistics. Endorsed by heads of states, the SDGs will require more and better statistics to monitor progress countries are making at attaining the 2030 Agenda. This is an opportunity to further build the capacity of statistics in the country.

The adoption of the African Charter on Statistics in 2009 has ensured that African Heads of Government are committed to support statistics in the country. Although The Gambia has not yet ratified and deposited the Charter, it remains an important advocate for statistical development in the country.

A number of political cycles particularly amongst the large economies such as the United Kingdom and the United States are likely to bring a shift in policies through which developing countries benefit. This could pose either a threat or an opportunity depending on the policies to be adopted.

3.5 INTERNAL FACTORS AFFECTING STATISTICAL DEVELOPMENT

3.5.1 Visibility of the NSS

The GBoS through the NSDS I, has provided a stronger identity and greater visibility of the statistical office and created awareness of the importance of statistics. The GBoS continues to use annual African Statistics Day as a major channel for raising awareness among the public about the important role played by statistics in all aspects of social and economic development. This is an opportunity through which the NSDS II should build upon.

3.5.2 Infrastructure

(i) Physical Infrastructure – Office space

The GBoS is housed in an exclusive building providing good office space/building which is an essential factor to increase statistical productivity in addition to enhancing the profile of statistics in the country. However, office space is not sufficient with growing number of new qualified staff recruited to enhance GBoS capacity to fulfil his mandate. Some MDAs do not have appropriate office space to house a sector statistics unit.

(ii) Statistical Infrastructure

The conduct of the 2013 Population and Housing Census has provided an updated sampling frame for household-based data collection activities. Similarly the 2014 census of establishments has provided a sampling frame for future economic surveys. A business register is being developed in collaboration with the Gambia Revenue Authority that once finalised and regularly updated will be used not only as sampling frame for establishment surveys but also for compiling annual and quarterly national accounts.

(iii) ICT Infrastructure

The GBoS has put in place a directorate responsible for IT. The directorate has also been responsible for upload statistics information not only for the GBoS but it also links to other Government Ministries and other countries or regional websites that may be necessary for sharing statistical information. This is an opportunity to develop further the use of IT for statistical purposes. Some MDAs have developed their Management Information Systems e.g. the Ministry of Education and do disseminate annual statistical reports on its website.

However, GBoS and most of MDAs have not appropriate internet connectivity and some of their websites are not user-friendly. This has an impact on data dissemination and access.

3.5.3 Funding Statistical Development in The Gambia

The Government of The Gambia is the main source of funding for operational activities for the Bureau and other MDAs with statistics functions including salaries for the staff and amenities costs. The government of The Gambia and the United Nations Population Funds (UNFPA) has been the main financier of Population and Housing Census undertakings in The Gambia. On the other hand, development partners have been funding a number of surveys and censuses and these partners include the World Bank, UNDP, UNICEF, WHO, Global Fund, FAO, WFP and the AfDB. Funding from such diverse sources needs to be better coordinated for better effectiveness.

3.5.4 Methods and Research

Methodological and Research activities have been weak during implementation of NSDS I. Partnerships with the University and existing Research Institutions remain weak, although the number of local research institutions is limited. The GBoS still has limited capacity which limits its chances to embrace new innovations. It is even worst in the MDAs in terms of limited statistical capacity.

3.5.5 Coordination of the NSS

The current links within the NSS are inconsistent, informal and relatively weak. Without proper mandate from the Statistics Act, 2005, and enhanced GBoS capacity; GBoS has not been able to properly coordinate the NSS.

3.5.6 Coordination of Development Partners

There is no formal forum for the coordination of Development Partners in order to avoid delay and duplication of statistical activities and benefit from derivation of synergies from their support.

3.5.7 Statistical Capacity

Statistical capacity in the Gambia remains low mainly due to limited human resources, inadequate ICT infrastructure, lack of statistical programmes, and inadequate and inconsistent financial resources. Despite these challenges, the country has however demonstrated strong resilience by successfully undertaking a number of regular national-wide activities including the 2013 Population and Housing Census, Economic Census and Establishment Survey, Integrated Household Survey, Multiple Indicators Cluster Survey, etc. Also the NSS has assured the production and dissemination of some routine data like consumer price index, growth domestic product, balance of payments, trade statistics, education statistics, tourism statistics, etc.

3.6 SWOT ANALYSIS OF THE NSS

3.6.1 THE SWOT ANALYSIS

Table 3: SWOT Analysis

	Helpful	Harmful
Internal	<p>Strengths</p> <ul style="list-style-type: none"> • Existence of an operating legal framework with no other conflicting laws. • Availability of some key statistical infrastructures. • Presence of a comprehensive training programme • Operating GBoS websites along with websites for some MDAs and up-and-running databases such as Gaminfo • Existence of Statistics Units in few line Ministries • Existence of statistics building housing the GBoS. • Existing of logistics for statistics operations (vehicles and motorcycles, computers and printers, backup generators, etc.) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Acute shortage of statistical manpower – in numbers and skills to work in a data production industry; • Low levels of coordination at the NSS level and at the GBoS level in particular. • Unsatisfactory Management Information Systems; • Inadequate office space in a number of MDAs; • Inadequate resources and supporting logistics (survey vehicles and equipment) for statistical production across the MDAs. • Absence of a definite programme of surveys and censuses and data dissemination policy including lack of advance release calendar; • Lack of statistical structures at sector level; • High staff turn-over due to lack of adequate motivation. • Inadequate statistical advocacy to raise the profile of statistics in the country. • Out of date Statistics Act;
External	<p>Opportunities</p> <ul style="list-style-type: none"> • A recently reviewed and approved organizational structure; • Increasing demand for data by the government, the private sector, the development partners community and international organizations to inform evidence-based management; • Existence of an active National Statistics Council (NSC) speedily working to approve initiatives and working on policies that bring about statistical development; • Willingness and commitment by Government and development partners to support statistical development; • Availability of peer countries and development partners to share technical expertise; • Increasing use of big data and data revolution initiatives. • Existence of national, regional and international development agendas i.e. NDP 2018-2021, 2063 Africa Agenda and SDGs. 	<p>Threats</p> <ul style="list-style-type: none"> • Contraction in national economic growth could slow down implementation of national programme including the NSDS II along with the Sectoral Strategies for the Development of Statistics (SSDSs); • Heavy donor dependency for implementing statistical operations particularly MIS, MICS, DHS and IHS as well as population and housing censuses. • Acute shortage of statistical manpower that could affect implementation of the strategy; • Inadequate appreciation of use of statistics in policy formulation and management that could affect the demand and use of statistics.

3.6.2 CHALLENGES FACING THE NSS

- Lack of adequate coordination strategy across the National Statistical System (NSS).
- Poor administrative recording systems.
- Poor management information systems for proper capture of administrative data.
- Absence of a data development strategy.
- Lack of attention to statistical advocacy resulting to lack of awareness on the importance of statistics.
- Inadequate ICT infrastructure.
- Absence of database network between the GBoS and the NSS.
- Limited funding for sustainable human resource development program.
- Inadequate funding for comprehensive statistical activities and services.

CHAPTER 4: STRATEGIC FRAMEWORK

4.1 VISION AND MISSION

4.1.1 VISION

A well-coordinated statistical system that produces quality statistics in response to user needs by 2021.

4.1.2 MISSION

Establish an integrated and well-coordinated NSS producing official statistics of high quality in a transparent and timely manner and advance their effective use for both public and private policy decision-making.

4.2 KEY CORE BUSINESS OF THE NSS

In order to fulfil its mission the following shall be the core business of the NSS:

4.2.1 PRODUCTION AND DISSEMINATION OF SOCIAL STATISTICS

The range of Social Statistics derived from surveys/censuses and administrative sources will include Statistics and Indicators on Population and Demography, Migration, Civil Registration and Vital Statistics, Statistics covering Gender issues, Labour Statistics, Education Statistics, Health Statistics including disability and Poverty Statistics.

4.2.2 PRODUCTION AND DISSEMINATION OF ECONOMIC STATISTICS

These includes National Accounts (macro-economic aggregates), both annual and quarterly, finance and external transaction statistics, price statistics, government finance, tourism statistics, international trade statistics, balance of payments; manufacturing, building and construction statistics, distributive trade statistics, statistics on business (large, medium, small and micro enterprises), agricultural including crop production, livestock, fisheries and forestry statistics.

4.2.3 PRODUCTION AND DISSEMINATION OF OTHER STATISTICS

These cover Environmental Statistics, land degradation/soil erosion rates, desertification statistics, water and sanitation use, infrastructure statistics to include electricity generation, transport and communication statistics, science and technology statistics, governance and human rights statistics.

4.2.4 PROVISION OF META DATA

Development of Metadata on survey methodology, sampling, management, processing and implementation procedures will be enhanced and regularly accessed by users through the GBoS website. Anonymised Microdata dissemination will also be developed in order to facilitate access by researchers for in-depth analysis.

4.3 CORE VALUES

The NSS shall abide by the following seven Core Values:

User-friendliness

Users are the reason for the NSS being in statistical production business. Therefore, the NSS shall be user-demand compliant.

Integrity

The NSS shall remain objective and impartial in the analysis, interpretation and dissemination of data.

Supplier Motivation

The NSS shall have a programme to motivate suppliers who provide the required data without necessarily providing monetary incentives.

Quality

The NSS products shall pass the quality tests of relevance, credibility, reliability, timeliness, consistency, completeness, coherence and accessibility.

Efficiency

The NSS shall promote efficiency by encouraging teamwork, networking, collaboration, motivation, innovation, and cost-effectiveness within the NSS programme implementation.

Sustainability

The NSS will focus on achieving sustainability of its services by ensuring stability of a contented staff and robust funding processes of its operations.

Confidentiality

In order to retain the trust and confidence of the suppliers of data, individual data submitted by respondents, whether they are natural or legal entities shall be treated in confidence.

4.5 GOALS AND STRATEGIES

The second National Strategy for the Development of Statistics (NSDS II) has 6 Goals and 16 Strategies to be implemented from 2018 to 2022. The six strategic goals to be achieved during the five year period are:

1. An efficient and well-coordinated NSS;
2. Quality and sustainable Human Resources across the NSS;
3. Enhance physical, ICT and statistical infrastructure;
4. Improved data production and dissemination;
5. Assured Quality of Data;
6. Sustainable funding arrangements and partnerships.

The strategic goals will be achieved through specific strategies (Table 4) and the implementation of associated activities as detailed in Table 6.

Goal 1: An efficient and well-coordinated NSS

Coordination will be strengthened during the implementation of NSDS II. GBoS will coordinate inter-agency cooperation on statistical activities at the national level. Currently, statistics produced by various organizations in the NSS are not always comparable because different concepts, methods, classifications and definitions are used. GBoS will ensure that these will be harmonized for both the production and dissemination of statistics so that data from different sources will be consistent.

The importance of coordination is recognized in the UN's Fundamental Principles of Official Statistics, which states that: "Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system (Principle 8)". Coordination of the NSS has been a challenge and the assessments have highlighted this issue as one of reasons why sectors are not performing well in statistical production. Therefore, the Statistics Act, 2005 will be revised and updated to enhance the role of GBoS to coordinate the NSS and define clearly role and responsibilities of the NSS. The capacity of GBoS to coordinate the NSS will be strengthened as well as setting up of and support statistics units in some MDAs. Also, institutional collaboration and communication as well as development partners' coordination will be improved in terms of statistical activities planning and implementation.

Advocacy for statistics will also be enhanced, thus it will promote a culture of evidence-based policy and decision making. The engagement of users in statistical developments will help to balance the demand and supply of statistics and the achievement of a knowledge-based society. Advocacy will be addressed to all NSS stakeholders, from data producers, providers, users and the society at large (including civil society, media and NGOs). Special attention will be paid to involving high level authorities of the country and partners in order to ensure NSDS II implementation and scaled-up support for statistical capacity building.

Goal 2: Quality and sustainable Human Resources across the NSS

The capacity building and training needs assessments have shown that there is a need for comprehensive human resources development in GBoS and the rest of NSS in order to efficiently produce and disseminate required statistics. Most of MDAs do not have adequate staff capacity to deal with the increasing and changing statistical requirements. Human resources and staff development will be reinforced. In addition to training, GBoS will emphasise on performance systems to motivate staff, proper definition of individual tasks and targets, and creating a clear career path for all staff. This will enable GBoS to continue attracting and retaining skilled staff and position itself to provide strategic oversight for all statistical matters within NSS. Critical measures will be taken to develop the capacity of NSS staff in order to effectively implement their own sector statistical strategies to improve statistical production in their respective sectors.

In addition, learning-by-doing environment and regular learning sessions will be organised among NSS staff to promote knowledge management practices and create platforms for staff to identify, share and apply good practice. Details on capacity development are described in the NSS sustainable training programme report.

Goal 3: Enhance physical, ICT and statistical infrastructure

The assessment has shown a need to expend the GBoS physical infrastructure to accommodate new skilled staff within a conducive working environment as well for a strong and supportive ICT base and statistical infrastructure to efficiently produce and disseminate quality statistics. During the implementation of the NSDS II, efforts will be put on remodelling or expending GBoS office building; constructing and operationalizing a “Statistics Training Centre” in collaboration with the University of The Gambia to assure a sustainable statistics capacity building in the country.

Suitable ICT infrastructure will help the NSS to develop new statistical products, including development of administrative data sources, increase sharing of knowledge across, etc. ICT equipment will be provided and well maintained to speed up and improve the quality of work. The overall expected result will be a cost-efficient and well-coordinated, functioning and interconnected NSS.

The fleet of cars at GBoS will be revamped and well maintained for great performance in the field. GBoS will introduce and strengthen a tracking system of its vehicles to achieve the desired level of resource management.

GBoS will continue to improve and update its statistical infrastructure through household surveys sampling frame and master sample from the Population and Housing Census; economic surveys sampling frame and compilation of quarterly GDP by finalising, updating and maintaining the business registry in collaboration with the Gambia Revenue Authority (GRA), etc.

Goal 4: Improved data production and dissemination

The aim under this strategic goal is to increase the frequency of data collection and conduct new surveys, in addition to develop the civil registration and vital statistics (CRVS) system and strengthen administrative records, and assure proper data dissemination.

The demand for statistics has grown for more, and timelier, statistics across a range of subject areas. In general, across the NSS, there are three main sources of official statistics, namely: Surveys, Censuses and administrative records. While surveys and censuses provide statistics periodically, administrative records, including CRVS systems, provide continuous data.

GBoS has conducted on a regular basis periodically large-scale surveys and censuses such as the Population and Housing Censuses (PHC), Economic Census, Integrated Household Survey (IHS), Multiple Cluster Indicators Survey (MICS) and Business surveys which provide information on population, health, education, housing, household income and expenditure, poverty, employment and economic indicators. The first Demographic and Health Survey (DHS, as well as Labour Force Survey (LFS) were conducted. The Ministry of Agriculture has regularly conducted Agricultural Census as well as annual National Agricultural Sample Survey (NAS). However, new surveys are required to cover subject areas such as the informal sector, migration, tourism, cross-border surveys, while more frequent IHS, MICS, LFS, DHS, NAS and Business surveys are needed (See Annex II).

Administrative data complement surveys and censuses in informing policies, planning, monitoring and evaluation, and public sector management. The importance of administrative data is so great that efforts should be taken to solve problems being faced,

with GBoS taking the leading role in building capacity in terms of human resources and the necessary infrastructure, including statistical infrastructure and IT equipment.

Most sectors lack sufficiently comprehensive and reliable data due to the need to develop management information systems. Similarly, recording of births, deaths, marriages, divorces, migration and related issues, which cannot be captured on a continuous basis by a national census program or surveys, requires an effective civil registration and vital statistics system (CRVS). GBoS and the NSS in general should set to develop administrative data across all sectors, by scaling up existing data management information systems and setting them up where they do not exist and are needed.

In order to meet the increasing demand for statistics, the process of data production and dissemination should take advantage of using innovative statistical technologies employed in data management processes, like mobile devices and advanced imagery technology.

The NSS will develop its knowledge of the demands for statistics and use appropriate forms of dissemination to present data in a clear and understandable manner. GBoS will ensure that statistics are made available on an impartial basis, taking advantage of advanced technology to promote access and use of data through open data tools. GBoS will engage with journalists to promote the use and understanding of statistics in the media and thereby help to develop statistical awareness in society. Data will be open to the communities of users who are able to access and use data from many sources to make in-depth analysis.

Goal 5: Assured Quality of Data

The NSS statistical capacity is the ability to produce reliable and up-to-date statistics that meet users' needs. Under this strategic goal, assuring the quality of statistics produced will be a priority.

Produced official statistics should be of good quality in order to meet the requirements for evidence based policy and decision making. Therefore, official statistics should meet the following criteria: relevance, comparability, accuracy, reliability, punctuality, frequency, promptness, accessibility and trust. The NSS has started few initiatives to enhance the quality of statistics by developing the Statistical Compendium of Concepts and Definitions; a household sampling frame and master sample; a business establishment sampling frame; and a business registry is being developed. However, there is a great need to develop a metadata handbook and customized National Quality Assurance Framework (NQAF), adapt international classifications and nomenclatures to country's needs that will be used across the NSS, and carry out quality assessments and statistical audits and address identified deficiencies.

Goal 6: Sustainable funding arrangements and partnerships

Through a result-based approach to implementing statistical activities, GBoS has regained the trust and confidence of the development partners (WB, IMF, UN system, AfDB, ECOWAS, PARIS21, etc.) in particular and the public at large. This has resulted in increased technical and financial support for key statistical activities.

An effective and efficient NSS is essential for managing for development results. Better statistics will improve the allocation of available funds and greater effectiveness of public expenditure and private sector decision-making. Therefore, the cost of basing decisions on inadequate statistics can be very high.

GBoS will maintain the momentum of good working relationships with development partners and will continue to demonstrate resource management efficiency and strive to adhere to the best practices of financial management.

With the aim to achieve the goals set to improving statistics towards national development plan, Africa Agenda 2063, and SDGs targets, GBoS will continue to work with relevant national, regional and international institutions supporting and involved in statistical activities and build strategic partnerships with them on a long-term basis to share technical resources as well as sustainable financial support.

Table 4: NSDS II Goals and Strategies

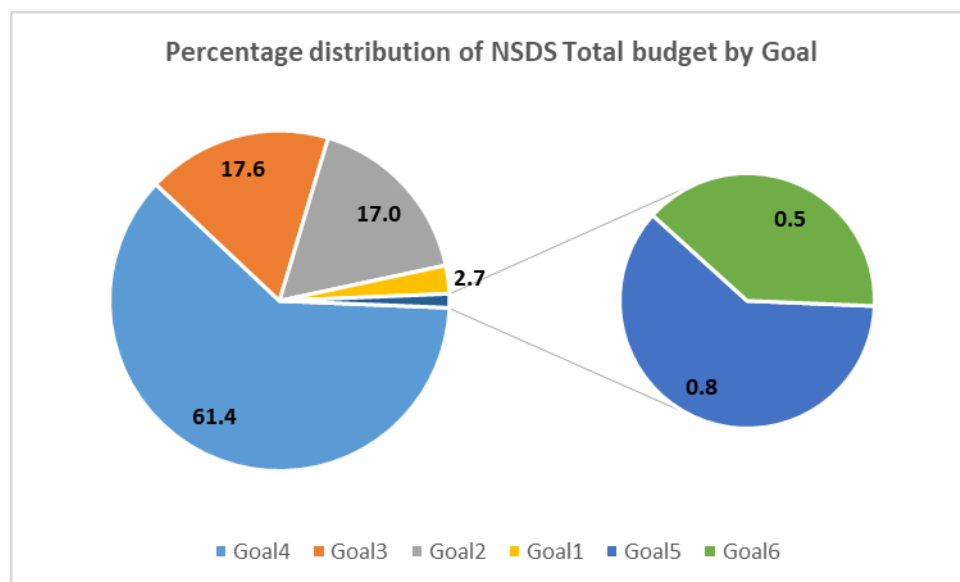
Goal 1	An efficient and well-coordinated NSS
Strategy 1	Improve institutional coordination and communication mechanisms within the NSS
Strategy 2	Review legal framework to provide legal basis for the NSS
Strategy 3	Strengthen the capacity of the Directorate of CMQAD at GBoS
Strategy 4	Coordinate the setting up of statistical units in some MDAs
Strategy 5	Improve Development Partners Coordination
Goal 2	Quality and sustainable Human Resources across the NSS
Strategy 1	Gradually implement the new GBoS organizational structure
Strategy 2	Implement the designed sustainable training policy and programme
Goal 3	Enhance physical, ICT and statistical infrastructure
Strategy 1	Remodel the GBoS office complex to provide more space and a conducive working environment and building a Statistical Training Centre
Strategy 2	Improve ICT infrastructure
Strategy 3	Improve statistical infrastructure
Goal 4	Improved data production and dissemination
Strategy 1	Improved data production of regular and periodic surveys and censuses
Strategy 2	Develop and improve the system of administrative statistics in the NSS
Goal 5	Assured Quality of Data
Strategy 1	Develop statistical standards and frameworks to guide the production of quality statistics
Strategy 2	Develop policies governing statistical operations across the NSS and the wider statistical community
Goal 6	Sustainable funding arrangements and partnerships
Strategy 1	Develop an adequate financing programme to mobilise funds from both the Government and Development Partners
Strategy 2	Develop mutually beneficial relationships with local and international bodies

The 16 strategies translated into over 90 activities (see Table 6) involving both the GBoS and the MDAs. While GBoS as the coordinator of the NSS has more activities to undertake particularly in coordination, training of staff and purchase of ICT equipment, the MDAs play an active role in generating administrative statistics mainly through their Management Information Systems (MIS).

CHAPTER 5: MULTI-YEAR IMPLEMENTATION ACTION PLAN AND BUDGET

The cost of implementing the multi-year action plan of the NSDS II over the period 2017 – 2021 is approximately US\$ 29.3 million. The distribution of the funds is shown in figure 1 below. The funding is expected to come from both Government and Development Partners.

Figure 1: Percentage distribution of Funds by Goal 2018-2022



The bulk of the funds will be devoted to Goal 4: improvement in data production and dissemination (61.4 per cent), Goal 3: the enhancement of physical, ICT and statistical infrastructure (17.6 per cent) and Goal 2 which will enhance the development of a quality human resource cadre within the NSS through training and more recruitment of staff (17.0 per cent).

The total summarised required funding for the period 2018 to 2022 is shown by Goal and year in Table 5 below. The activities to be undertaken under each strategy are presented in Table 6.

Table 5: Summary Budget by Goals 2018-2022 (US \$)

Goals	Total	2018	2019	2020	2021	2022
Goal 1: An efficient and well-coordinated NSS	787,000	195,000	155,000	145,000	147,000	145,000
Goal 2: Quality and sustainable human resources across the NSS	4,986,000	832,000	1,056,000	1,026,000	1,051,000	1,021,000
Goal 3: Enhanced physical, ICT and statistical infrastructure	5,161,000	1,616,000	2,642,000	608,000	157,000	138,000
Goal 4: Improved data production and dissemination	17,972,000	1,877,000	4,815,000	3,710,000	2,940,000	4,630,000
Goal 5: Assured data quality	235,000	155,000	65,000	5,000	5,000	5,000
Goal 6: Sustainable funding and partnerships	150,000	50,000	25,000	25,000	25,000	25,000
Total	29,291,000	4,725,000	8,758,000	5,519,000	4,325,000	5,964,000

Table 6: Multi-year budget 2018-2022 (US\$)

Goals	Strategies	Activities	Implementer	Total	2018	2019	2020	2021	2022
Total: Goal 1				787,000	195,000	155,000	145,000	147,000	145,000
Goal 1: An efficient and well-coordinated NSS	1. Improve institutional coordination and communication mechanisms within NSS	1. Establish and operationalize a National Consultative Committee (NCC) to meet every quarter with clear terms of reference	GBoS	100,000	20,000	20,000	20,000	20,000	20,000
		2. Establish and operationalize a User – producer committee to meet twice yearly with clear terms of reference	GBoS	102,000	20,000	20,000	20,000	22,000	20,000
		3. Establish and Operationalise a representative statistics- providers forum with clear terms of reference to meet once a year	GBoS	50,000	10,000	10,000	10,000	10,000	10,000
		4 Operationalize the National Steering Committee of the NSS	GBoS	25,000	5,000	5,000	5,000	5,000	5,000
		5. Establish technical working committees on specific areas to meet quarterly	GBoS	50,000	10,000	10,000	10,000	10,000	10,000
		6. Conduct regular consultative meetings with stakeholders every quarter	GBoS	100,000	20,000	20,000	20,000	20,000	20,000
		7. Create and operationalise a Public Relations and Communication Office in SGS Department	GBoS	120,000	40,000	20,000	20,000	20,000	20,000
	2. Review legal framework to provide legal basis for NSS	1. Engage a consultant to help draft legal provisions dealing with coordination of the NSS by GBoS	GBoS	20,000	20,000	-	-	-	-
		2. Working sessions on revised statistics law	GBoS	20,000	10,000	10,000	-	-	-
	3. Strengthen capacity of NSS Coordination	1. Set up and operationalise NSS coordination committees and strengthen their capacity	GBoS	50,000	10,000	10,000	10,000	10,000	10,000
	4. Coordinate setting up of statistical units in some MDAs	1. Coordinate setting up of statistical units in the MDAs and regions	GBoS/MDAs	100,000	20,000	20,000	20,000	20,000	20,000
	5. Improve Development Partner Coordination	1. Establish and operationalise a Development Partner Coordination Committee to meet twice per year with clear terms of reference	GBoS	50,000	10,000	10,000	10,000	10,000	10,000

Goals	Strategies	Activities	Implementer	Total	2018	2019	2020	2021	2022
Total: Goal 2				4,986,000	832,000	1,056,000	1,026,000	1,051,000	1,021,000
Goal 2: Quality and sustainable human resources across the NSS	1. Gradually Implement the new GBoS organizational structure	1. Train staff on the new performance management scheme	GBoS	6,000	2,000	1,000	1,000	1,000	1,000
		2. Develop and implement a sustainable training policy and programme							
		1. Undertake staff audit of GBoS and NSS	GBoS	50,000		25,000	-	25,000	-
		2. Recruit consultant to prepare a curriculum for the national statistical traini centre	GBoS	50,000	50,000	-	-	-	-
		3. Undertake recruitment of additional staff at GBoS in line with the new organizational structure	GBoS	50,000	10,000	10,000	10,000	10,000	10,000
		4. Conduct short courses for GBoS staff (all cadres) and NSS statistical staff in-country	GBoS	1,250,000	250,000	250,000	250,000	250,000	250,000
		5. GBoS staff (all cadres) & NSS statistical staff long courses within and abroad	GBoS	2,500,000	500,000	500,000	500,000	500,000	500,000
	6. Operationlise the statistical training centre in collaboration with the UTG	GBoS	1,000,000	-	250,000	250,000	250,000	250,000	
	7. Conduct statistical literacy training for users twice yearly	GBoS	80,000	20,000	20,000	15,000	15,000	10,000	
Total: Goal 3				5,161,000	1,616,000	2,642,000	608,000	157,000	138,000
Goal 3: Enhanced physical, ICT and statistical infrastructure	1. Remodel the GBoS Office complex to provide more space and a conducive working environment for staff	1. Increase office space by renovating offices and seating arrangements	GBoS	250,000	150,000	100,000			
		2. Build a statistical training centre complex	GBoS	3,000,000	1,000,000	2,000,000	-	-	-
		3. Procure more office furniture,, air conditioners and other accessories	GBoS	100,000	60,000	20,000	20,000	-	-
		4. Establish self-sustaining cafeteria for staff	GBoS	30,000	30,000				
		5. Procure 12, 4X4 replacement vehicles	GBoS	540,000			540,000		

Goals	Strategies	Activities	Implementer	Total	2018	2019	2020	2021	2022
	2. Improve ICT infrastructure	1. Develop and maintain databases/Management information Systems within the NSS and link them to GBoS	GBoS / MDAs	330,000	50,000	250,000	10,000	10,000	10,000
		2. Improve and modernize GBoS website	GBoS	50,000	25,000	-	25,000	-	
		3. Improve LAN and WIFI internet connection in GBoS;	GBoS	40,000	20,000	5,000	5,000	5,000	5,000
		4. Procure updated licensed software packages (SPSS, GIS, PDF, Microsoft Office and others)	GBoS	100,000	50,000	-	50,000	-	
		5. Install adequate data backup system (internal and external) to ensure data security	GBoS	50,000	50,000	-	-	-	
		6. Procure computer hardware, printers and peripherals for GBoS and MDAs	GBoS	50,000	-	50,000	-	-	-
		7. Strengthen the information sharing network through print and electronic channels	MoI	30,000	10,000	5,000	5,000	5,000	5,000
		8. Review data management tools	MoI	3,000	1,000	-	1,000	-	1,000
		9. Enhance the MDAs Web for statistics dissemination and updates	MoI	38,000	30,000	2,000	2,000	2,000	2,000
	3. Improve Statistical Infrastructure	1. Compilation and regular maintenance of a business register	GBoS	50,000	30,000	5,000	5,000	5,000	5,000
		2. Update enumeration areas	GBoS	150,000	-	-	-	50,000	100,000
		3. Develop data audit criteria to determine official statistics / DQAF	GBoS	25,000	-	25,000	-	-	-
		4. Customize to country context international classifications, nomenclatures, manuals and other international standards	GBoS	45,000	15,000	15,000	15,000	-	-
		5. Develop adequate and modern library in GBoS	GBoS	50,000	50,000	-	-	-	-
		6. Develop compendium of concepts, definitions, standards and methodologies	GBoS	40,000	20,000	15,000	-	-	5,000
		7. Purchase GPS equipment and maps access for imagery based agricultural data collection and situation assessment	MoA	190,000	25,000	150,000	5,000	5,000	5,000

Goals	Strategies	Activities	Implementer	Total	2018	2019	2020	2021	2022
Total: Goal 4				17,972,000	1,877,000	4,815,000	3,710,000	2,940,000	4,630,000
Goal 4: Improved data production and dissemination	1.Improved data production of regular and periodic surveys	1. Conduct user needs assessment	GBoS	50,000	30,000	5,000	5,000	5,000	5,000
		2. Implement Survey/Census Programme of economic and social statistics (see Annex II)	GBoS	16,160,000	1,570,000	4,620,000	3,430,000	2,770,000	4,370,000
	2.Develop and improve the system of administrative statistics in the NSS	1. Development, strengthening and updating of administrative statistics as a management information system (MIS)	GBoS/MDAs	175,000	25,000	50,000	50,000	25,000	25,000
		2. Develop and implement Civil Registration and Vital Statistics(CRVS)	GBoS	500,000	100,000	100,000	100,000	100,000	100,000
		3. Collection and reporting on world market prices and standards requirements for Gambian exports.	MoTIE	15,000	5,000	-	5,000	-	5,000
		4. Establish networks and collect employment data on a regular basis.	MoTIE	60,000	20,000	-	20,000	-	20,000
		5. Improve the scope of the weekly report on stocks and prices of essential commodities.	MoTIE	10,000	2,000	2,000	2,000	2,000	2,000
		6. Collaborate with relevant stakeholders and develop a mechanism to collect enterprise production data on regular basis.	MoTIE	13,000	5,000	2,000	2,000	2,000	2,000
		7. Collaborate with GIEPA to share data on SICs, domestic and foreign investments.	MoTIE	9,000	5,000	1,000	1,000	1,000	1,000
		8. Establish and strengthen a functional network with key sectors to regularly collect information in the agriculture, fisheries and tourism sectors.	MoTIE	30,000	10,000	-	10,000	-	10,000
		9. Improve agriculture data collection methodology	MoA	25,000	5,000	5,000	5,000	5,000	5,000
		10. Produce & disseminate food security profile reports and info. Bulletins (MIS)	MoA	50,000	25,000	5,000	5,000	5,000	10,000
		11. Produce and disseminate quarterly and annual Bulletins	MoH&SW	25,000	5,000	5,000	5,000	5,000	5,000
	12. Develop new innovation technics for data presentation and dissemination	GBoS/MDAs	100,000	20,000	20,000	20,000	20,000	20,000	
	13. Conduct customer satisfaction survey	GBoS	150,000	50,000		50,000		50,000	

Goals	Strategies	Activities	Implementer	Total	2018	2019	2020	2021	2022
Total: Goal 5				235,000	155,000	65,000	5,000	5,000	5,000
Goal 5: Assured quality of data	1. Develop statistical standards and frameworks to guide the production of quality statistics	1. Recruit consultant for the preparation of National Data Quality Assessment Framework (NDQAF) for the NSS;	GBoS	70,000	50,000	20,000			
		2. Sensitizing data producers on NDQAF	GBoS	15,000	10,000	5,000			
		3. Recruit consultant on Big data	GBoS	75,000	45,000	30,000			
		4. Sensitizing data producers on Big data	GBoS	30,000	10,000	5,000	5,000	5,000	5,000
		5. Recruit a consultant to develop a framework for collection of data on domestic trade.	MoTIE	15,000	15,000				
		6. Recruitment of a consultant to develop a framework for collection of data on trade in services on a regular basis.	MoTIE	15,000	15,000				
	2. Develop policies governing statistical operations across the NSS and the wider statistical community	1. Develop Data Dissemination Policy incorporating aspects of Big Data including release of micro data	GBoS	15,000	10,000	5,000			
Total: Goal 6				150,000	50,000	25,000	25,000	25,000	25,000
Goal 6: Sustainable Funding arrangements and Partnerships	1. Develop an adequate financing strategy to mobilise funds both from government and development partners	1. Hold donors conference towards mobilisation of funds	MoFEA/GBoS	20,000	20,000				
		2. Establish a steering committee to manage the funds for the NSDS and to report on source and use of the funds along CRESS lines	GBoS	25,000	5,000	5,000	5,000	5,000	5,000
	2. Develop mutually beneficial relationships with local & international bodies	1. Establish local networks and partnerships	GBoS	25,000	5,000	5,000	5,000	5,000	5,000
		2. Participate in regional and international statistical networks and conferences	GBoS	80,000	20,000	15,000	15,000	15,000	15,000
Total all Goals				29,291,000	4,725,000	8,758,000	5,519,000	4,325,000	5,964,000

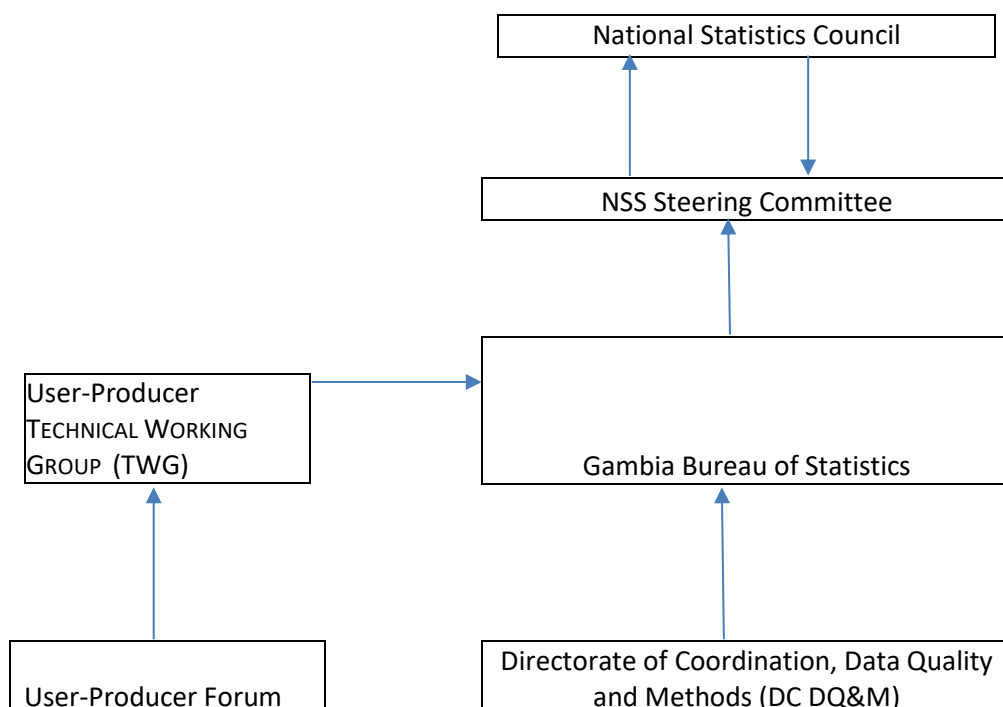
CHAPTER 6: GOVERNANCE, MONITORING AND EVALUATION

6.1 INTRODUCTION

Monitoring and evaluation of the NSDSII activities will be given the utmost consideration throughout the entire life-cycle of the NSDSII. Annex IV gives the indicators and means of verification for each indicator under each strategy and goal.

The indicators and means of verification will be used by the bodies constituting the governance structure in Figure 2 below.

Figure 2: Governance Structure for Monitoring and Evaluation



6.2 NATIONAL STATISTICAL SYSTEM STEERING COMMITTEE

The NSS steering Committee will have an oversight role to guide and advice on the overall implementation of the NSDS activities. The committee will have regular meetings; quarterly to see the extent of implementation of the activities and make recommendations where necessary.

The membership of the steering committee will include the GBoS management, members of the MDAs and development partners. Other key users and/or producers of statistics will also be represented in the steering committee.

The following list is the proposed membership of the NSS Steering Committee:

- (i) The Chairman, National Statistics Council;
- (ii) The Statistician General;
- (iii) The Permanent Secretary for the Ministry of Finance and Economic Affairs;
- (iv) The Director of research at the Central Bank of The Gambia
- (v) A representative of Development Partners (1 representative and 1 alternate).
- (vi) Permanent Secretaries and Director Generals of MDAs represented on the NSDS activity plan;
- (vii) The CEO of Gambia Chamber of Commerce and Industry.
- (viii) Representative from the civil society

6.3 GAMBIA BUREAU OF STATISTICS

As the coordinator of the NSS, the GBoS will be responsible for the supervision of the entire operational implementation of the NSDS II programme. The GBoS will also be required to make available the adequate funds for the implementation of activities under the NSDS programme through liaising with the appropriate funding agencies.

6.4 NSDS II TECHNICAL WORKING COMMITTEE

The NSDS II Technical Working Committee (TWC) is composed of all MDAs focal points. DCMQAD is the directorate responsible for the coordination of activities within GBoS and the NSS. It will therefore be DCMQAD that will be tasked with the responsibility of managing the operational implementation of the NSDS II activity plan and oversee monitoring and evaluation.

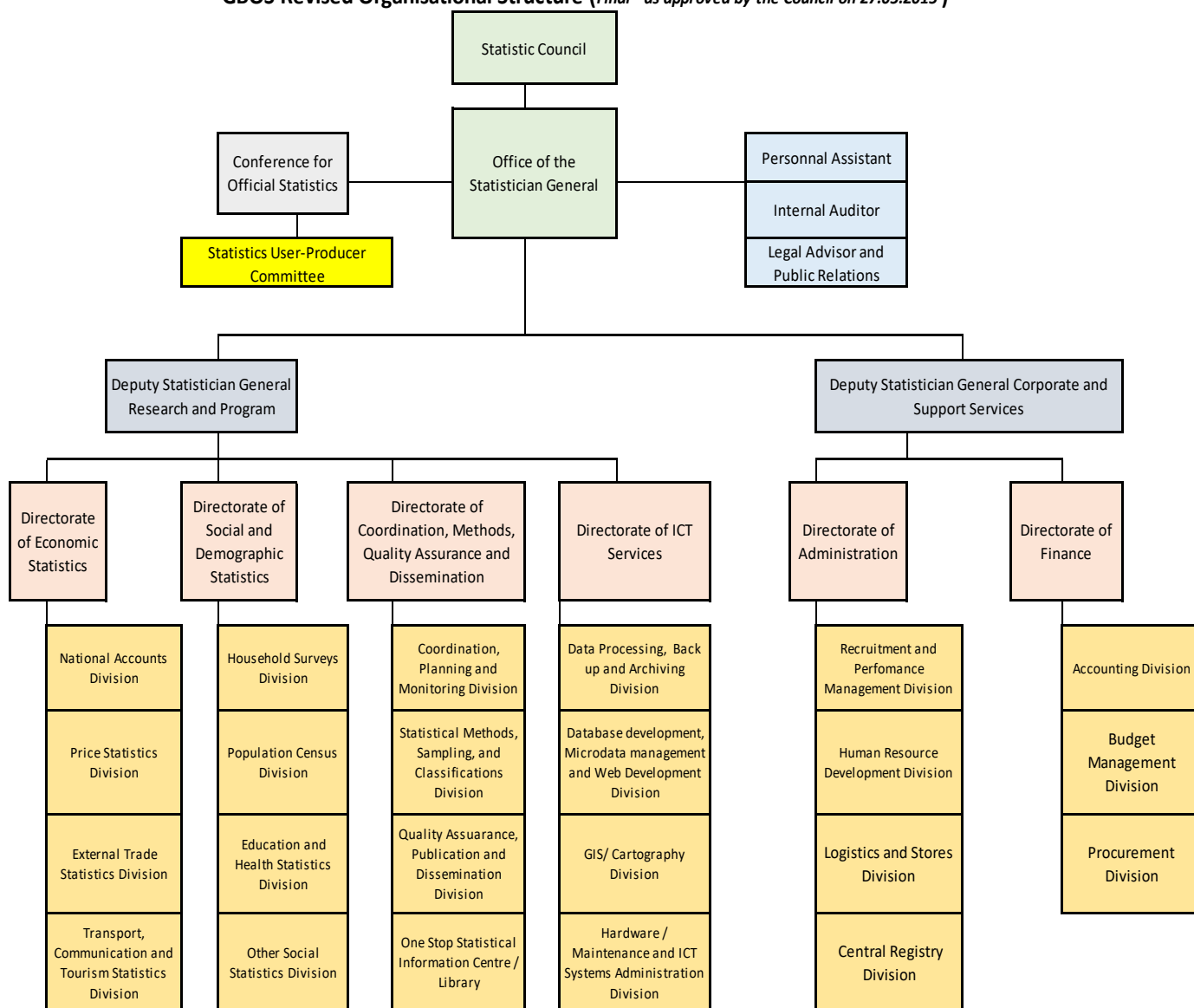
6.5 USER-PRODUCER TWG

The User-Producer TWG is expected to be the collaborative body between the users and producers of statistics and will work to provide regular detailed information regarding users' needs. This could be in various forms such as rapid assessments and the feedback will be timely communicated to producers through the GBoS.

ANNEX 1: GBOS ORGANOGRAM

GBoS Organizational Structure

GBOS Revised Organisational Structure (Final - as approved by the Council on 27.05.2015)



ANNEX II: PROGRAM OF SURVEYS AND CENSUSES 2018-2022 WITH BUDGET (USD)

S/N	Surveys & Censuses	2018	2019	2020	2021	2022	Remarks
1	Integrated Household Surveys (HIS)	400,000	700,000			1,100,000	3-Yearly
2	Light Integrated Household Survey (Poverty Surveys) – HHs consumption			200,000	200,000		Annual
3	Demographic & Health Survey		1,000,000			1,000,000	Next round in 2023
4	Multiple Indicator Cluster Survey (MICS)	400,000		800,000			3-Yearly
5	Labour Force Survey (LFS)	200,000			300,000		Last survey in 2012
6	LFS – Light Annual Surveys		100,000	100,000		100,000	LFS needs to be regular
7	Malaria Indicator Survey (MIS)	50,000	600,000		600,000		Annual
8	Migration Survey		500,000				
9	Agricultural Census			1,000,000	500,000		10-Yearly Census
10	Annual Agricultural Survey	200,000	200,000		200,000	200,000	With limited scope
11	Comprehensive Food Security and Vulnerability Assessment Survey		100,000			100,000	Last survey was 2016
12	Tourism/Hotel/Restaurant: Survey	200,000			200,000		3-Yearly
13	Price Statistics surveys (Annual)	10,000		10,000		10,000	Annual Surveys
14	Economic Census		500,000				Last one was 2014/2015
15	Integrated Business Survey		300,000	50,000			Last one was 2015
16	Light Annual Establishment Survey for annual GDP estimates	10,000	10,000	10,000	10,000	10,000	Annual Surveys
17	Cross Border Trade Survey	100,000	10,000	10,000	10,000	10,000	One baseline survey and annual light surveys
18	Preparation of 2023 Population and Housing Census			1,250,000	750,000	940,000	
19	Informal Sector Survey		600,000				
	Total	1,570,000	4,620,000	3,430,000	2,770,000	3,470,000	

ANNEX III: SOURCES AND USES OF STATISTICS

	Statistics	Users	Source	Uses
1	Education statistics	Ministry of Education, Other MDAs, Development Partners, Civil society, NGOs, Researchers, Private sector	Ministry of Education, surveys and censuses	Policy formulation and decision making, programme monitoring and evaluation, resource allocation, research
2	Health statistics	Ministry of Health, Other MDAs, Development Partners, Civil society, NGOs, Researchers, Private sector	Ministry of Health, Surveys and censuses	Policy formulation and decision making, programme monitoring and evaluation, resource allocation, research
3	Food security statistics	Ministry of Agriculture, Other MDAs, Development Partners, Civil society, NGOs, Researchers, Private sector	Ministry of Agriculture, surveys and censuses	Policy formulation and decision making, programme monitoring and evaluation, resource allocation, research
4	Macroeconomic statistics	Ministry of Finance, Central Bank, Other MDAs, Development Partners, Civil society, NGOs, Researchers, Private sector	Ministry of Finance, Central Bank, GBoS	Policy formulation and decision making, forecasting and projection, programme monitoring and evaluation, resource allocation, research
5	Crime statistics	Ministry of the Interior, Other MDAs, Development Partners, Civil society, NGOs, Researchers, Private sector	Ministry of Interior	Policy formulation and decision making, programme monitoring and evaluation, resource allocation, research
6	Transport and roads statistics	Ministry of Works, Transport, and Infrastructure, Other MDAs, Development Partners	Ministry of Works, Transport and Infrastructure	Policy formulation and decision making, programme monitoring and evaluation, resource allocation, research

ANNEX IV: MONITORING AND EVALUATION MATRIX OF NSS

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
Goal 1: An efficient and well-coordinated NSS	1. Improve institutional coordination and communication mechanisms within NSS	1. Establish and operationalize a National Consultative Committee (NCC) to meet every quarter with clear terms of reference	GBoS	NCC Meetings held	Minutes of the NCC Meetings	Availability of funds and commitment
		2. Establish and operationalize a User – producer committee to meet twice yearly with clear terms of reference	GBoS	User-Producer Committee meetings held	Minutes of the meetings	Availability of funds and commitment
		3. Establish and Operationalise a representative statistics-providers forum with clear terms of reference to meet once a year	GBoS	Statistics providers meeting held	Minutes of the meeting	Availability of funds and commitment
		4. Operationalize the National Steering Committee of the NSS	GBoS	NSS Steering Committee Meetings held	Minutes of the meetings	Availability of funds and commitment
		5. Establish technical working committees (TWC) on specific areas to meet quarterly	GBoS	TWC Meetings held	Minutes of the meetings	Availability of funds and commitment
		6. Conduct regular consultative meetings with stakeholders every quarter	GBoS	Stakeholders meetings held	Minutes of the meetings	Availability of funds
		7. Hold regular monthly GBoS Management meetings	GBoS	GBoS Management meetings held	Minutes of the meetings	Commitment by Management of GBoS
		8. Create Public Relations Office in SGS Department	GBoS	Office created	Position filled	Availability of funds
		9. Create the office of a Communications Expert	GBoS	Office created	Position filled	Availability of funds
	2. Review legal framework to provide legal basis for NSS	1. Engage a consultant to help draft legal provisions dealing with coordination of the NSS by GBoS	GBoS	Draft prepared by consultant	Draft presented to management	Resolve by Government to amend the Act
		2. Working sessions on revised statistics law	GBoS	Working sessions held	Reports of the working sessions	Availability of funds
	3. Strengthen capacity of Directorate of Coordination at GBoS	1. Increase staffing in the Directorate	GBoS	No. of additional staff recruited/posted to Directorate	Updated staff establishment for the Directorate	Availability of funds
	4. Coordinate setting up of statistical units in	1. Coordinate setting up of statistical units in the MDAs	GBoS	No. of new statistical units in MDAs	Functional set up Reports of MDAs	Availability of funds and commitment by the responsible

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
	some MDAs					authorities in Government
	5. Improve Development Partner Coordination	1. Establish Development Partner Coordination Committee to meet twice per year with clear terms of reference	GBoS	No. of Meetings held	Minutes of the meetings	Commitment by both GBoS management and the Development Partners
Goal 2: Quality and sustainable human resources across the NSS	1. Gradually implement the new GBoS organizational structure	1. Train staff on the new performance scheme	GBoS	No. of meetings held	Report of the meetings	Commitment by GBoS Management
		2. Hold regular management and staff meetings	GBoS	No. of meetings held	Minutes of the meetings	Commitment by GBoS Management
	2. Develop and implement a sustainable training policy and programme	1. Undertake staff audit of GBoS and NSS	GBoS	Staff audit done	Staff audit reports	Availability of funds
		2. Recruit consultant to prepare a curriculum for the national statistical training centre	GBoS	Draft report prepared	Draft report presented to management	Availability of funds
		3. Undertake recruitment of additional staff at GBoS in line with the new organizational structure	GBoS	No. of additional staff recruited	Updated staff establishment for GBoS	Availability of funds
	4. Conduct short courses for GBoS staff (all cadres) and NSS statistical staff in-country	GBoS	No. of short courses held in country	Proportion of trained staff Diploma / Certificate to establishment	Availability of funds and training institutions	
		5. GBoS staff (all cadres) & NSS statistical staff long courses within and abroad	GBoS	No. of long courses held abroad	Proportion of trained staff Degree / Masters to establishment	Availability of funds and training institutions
		6. Operationalise the statistical training centre in collaboration with the UTG	GBoS	The Statistical Training Centre is operational	Number of trainees, teachers, building and furniture	Availability of funds
		7. Conduct statistical literacy training for users twice yearly	GBoS	No. of literacy courses held	Proportion of statistically literate users in population	Availability of funds
Goal 3: Enhance physical, ICT and statistical infrastructure	1. Remodel the GBoS Office complex to provide more space and a conducive working environment for staff	1. Increase office space by renovating offices and seating arrangements	GBoS	No. of additional offices created	Additional/new buildings and offices	Availability of funds
		2. Build a statistical training centre complex	GBoS	Statistical Training Centre complex	Building with furniture	Availability of funds and plot for the

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
				completed		building
		3. Improve on office facilities by renovating toilets and surroundings	GBoS	No. of amenities renovated	Buildings/amenities available	Availability of funds
		4. Procure more office furniture, air conditioners and other accessories	GBoS	No. of furniture & other accessories	Office Inventory of equipment	Availability of funds
		5. Establish self-sustaining cafeteria for staff	GBoS	Cafeteria in place	Staff able to access meals without going out	Availability of funds and space
		6. Procure 10, 4X4 replacement vehicles	GBoS	No. of 4X4 vehicles procured	Office inventory of 4x4vehicles	Availability of funds
		7. Procure 5 salon/sedan cars	GBoS	No. of sedans procured	Office inventory of sedans	Availability of funds
	2. Improve ICT infrastructure	1. Develop database linkages with other sectors in the NSS	GBoS	No. of data transfers between sectors	Easy transfer of data between databases	Availability of skilled computer staff
		2. Improve and modernize GBoS website	GBoS	No. of hits by users	Modern user-friendly website	Availability of equipment, reliable internet and skilled staff
		3. Improve LAN and WIFI internet connection in GBoS;	GBoS	Less paperwork at GBoS	Better connectivity within GBoS	Availability of equipment and skilled staff
		4. Procure updated licensed software packages (SPSS, GIS,PDF, Microsoft and others)	GBoS	No. of up to date licensed software	More reliable genuine software	Availability of funds
		5. Install adequate data backup system (internal and external) to ensure data security	GBoS	Data backup system in place	Fewer losses of data	Availability of equipment
		6. Procure computer hardware, printers and peripherals	GBoS	No. of computer and others procured	Inventory of computer and other equipment	Availability of funds
		7. Develop database linkage with ASYCUDA	GBoS	No. of monthly downloads of trade data	Delays in producing Trade reports reduced	Data transfer protocols in place between GBoS & MDA responsible for trade
		8. Procure & maintain the electronic networking(WAN and LAN) between the Ministry and the sector	Mol	Less paperwork between Minister & sector	Better connectivity within sector	Availability of equipment
		9. Strengthen the information sharing network through print and	Mol	No. of printed	Better access to information	Availability of funds

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
		publicity		Reports put out		
		10. Develop a comprehensive data bank	MoI	No. of databases in databank	Availability of diverse datasets	Availability of equipment
		11. Review data management tools	MoI	No. of management tools reviewed	Consistency in management of data	Availability of funds
		12. Enhance the Ministry Web for statistics dissemination and updates	MoI	No. of hits per day	Quicker access to information from the Ministry	Availability of funds
		13. Develop database management system	MoHERST/MoW TI/MoTIE	No. of databases in system	Report on progress	Availability of funds
	3. Improve Statistical Infrastructure	1. Compilation and regular maintenance of a business register	GBoS	No. of requests for the register	Updated annual register	Availability of funds
		2. Update enumeration areas (EAs)	GBoS	No. of updated EAs per month	List of updated EAs	Availability of funds
		3. Develop data audit criteria to determine official statistics	GBoS	Number and type of criteria developed	Report on Data Audit criteria	
		4. Procure updated international classifications, manuals and other international documents	GBoS	Number & type of documents procured	Documents on classifications & manuals	Availability of updated documents
		5. Develop adequate and modern library in GBoS	GBoS	Library in place	Progress reports	Availability of resources
		6. Develop compendium of concepts, definitions, standards and methodologies	GBoS	Compendium in place	Progress reports	Availability of multi-disciplinary team
		7. Purchase of agriculture materials	MoA	Quantity purchased	Materials in place	Availability of funds
		8. Updating of GPS	MoA	Updated GPS in place	Progress Reports on Updated GPS	Availability of funds
Goal 4: Improved data production and dissemination	1.Improved data production of regular and periodic surveys	1. Conduct user needs assessment	GBoS			
		2. Implement an Integrated Survey Programme of regular economic and social statistics (see Annex II)	GBoS	Regular survey Progress Reports	Survey Final Reports	Availability of resources
		3. Implement an Integrated Household Survey Programme of periodic economic and social statistics (see Annex II)	GBoS	Periodic survey progress reports	Survey Final Reports	Availability of resources
	2.Develop and improve the system of administrati	1. Development and strengthening of administrative statistics as a management information system (MIS)	GBoS	No. of MDA MIS under development	MIS in place across the sectors	Availability of resources

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
	ve statistics in the NSS	2. Develop and implement Civil Registration and Vital Statistics(CRVS)	GBoS			
		3. Collection and reporting on world market prices and standards requirements for Gambian exports.	MoTIE	No. of reports produced	More products exported	Availability of market information
		4. Establish networks and collect employment data on a regular basis.	MoTIE	No. of reports produced	Employment Reports	Availability of funds
		5. Improve the scope of the weekly report on stocks and prices of essential commodities.	MoTIE	No. of weekly reports per month	Reports of stocks and prices	Availability of market information
		6. Collaborate with relevant stakeholders and develop a mechanism to collect enterprise production data on regular basis.	MoTIE	Monthly progress report	Reports on Enterprise production data	Relevant data exchange protocols in place
		7. Collaborate with GIEPA to share data on SICs, domestic and foreign investments.	MoTIE	Monthly progress report	Reports on Domestic & Foreign Investment	Relevant data exchange protocols in place
		8. Establish and strengthen a functional network with key sectors to regularly collect information in the agriculture, fisheries and tourism sectors.	MoTIE	Progress report on collection of the information	Reports on Agriculture, Fisheries & Tourism	Functional network in place
		9. Improve data collection methodology	MoA	No of Methodologies improved	Better Agriculture Reports	Availability of skills
		10. Produce & disseminate food security profile reports and info. Bulletins (MIS)	MoA	No. of reports disseminated	Food security Reports	Availability of funds
		11. Improvement of form/questionnaires to capture and analyses data	MoI	No. of forms improved	Better information being captured	Availability of skills
		12. Integrate and harmonize all the data collection tools of MOH&SW	MoH&SW	No. of tools integrated & harmonized	Consistency in data collection tools	Availability of skills
		13. Print and distribute data collection tools to all health facilities	MoH&SW	No. of health facilities sent tools	Better information being collected	Availability of funds
		14. Produce and disseminate quarterly and annual Bulletins	MoH&SW	No. of reports disseminated	Quarterly & Annual Reports	Availability of funds
		15. Improvement in data collection tools	MoHERST	No. of forms improved	Better information captured	Availability of skills
		16. Improvement in data collection tools	MoWTI	No. of forms improved	Better information captured	Availability of skills
		17. Develop new	GBoS			

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
		innovations for presentation and timely dissemination of data				
		18. Conduct customer satisfaction survey	GBoS	No. of surveys done	Report on Customer Survey	Availability of funds and list of customers
Goal 5: Assured quality of data	1. Develop statistical standards and frameworks to guide the production of quality statistics	1. Recruit consultant for the preparation of National Data Quality Assessment Framework (NDQAF) for the NSS;	GBoS	Draft report prepared	Draft report submitted to management	Availability of funds
		2. Working sessions on development of NDQAF	GBoS	No. of working sessions	Report on working sessions	Availability of team for working sessions
		3. Sensitizing data producers on NDQAF	GBoS	No. of workshops	Report of workshops	Availability of funds
		4. Recruit consultant on Big data	GBoS	Draft report prepared	Draft report submitted to management	Availability of funds
		5. Working sessions on Big Data	GBoS	No. of working sessions	Report on working sessions	Availability of team for working sessions
		6. Sensitizing data producers on Big data	GBoS	No. of workshops	Report of workshops	Availability of funds
		7. Develop protocols for disseminating micro data	GBoS	No. of protocols developed	Report on Development of protocols	Availability of skills
		8. Develop guidelines for rendering data as official statistics	GBoS	Percent guidelines developed	Report on guidelines	Availability of skills
		9. Update data management guidelines	MoH&SW	Percent management guidelines updated	Report on updating of management guidelines	Availability of skills
		10. Conduct quarterly verification of Health Management Information System (HMIS)	MoH&SW	No. of reports	Report on verification of HMIS	Availability of skills
		11. Recruit a consultant to develop a framework for collection of data on domestic trade.	MoTIE	Draft report prepared	Draft report presented to management	Availability of funds
		12. Recruitment of a consultant to develop a framework for collection of data on trade in services on a regular basis.	MoTIE	Draft report prepared	Draft report presented to management	Availability of funds
	2. Develop policies governing statistical operations	1. Develop Data Dissemination Policy incorporating aspects of Big Data including release of micro data	GBoS	Draft dissemination policy prepared	Draft dissemination policy presented to management	Availability of skills

Goals	Strategies	Activities	Implementer	Indicator	Means of Verification	Assumption
	across the NSS and the wider statistical community	2. Develop data release calendar	GBoS	Data release calendar prepared	Users more knowledgeable about availability of data series	Availability of funds
Goal 6: Sustainable Funding arrangements and Partnerships	1. Develop an adequate financing strategy to mobilise funds both from government and development partners	1. Mainstreaming the NSDS into the national development plan as a sector and ensure that NSDS is funded under the national development plan	GBoS	Progress report on mainstreaming NSDS into the NDP	Adequate funding for NSDS	Government commitment
		2. Mainstreaming the SSDSs into the sectoral development plans as a sector and ensure that SSDSs are funded under it	GBoS	Progress report on mainstreaming SSDSs into sectoral budgets	Adequate funding for SSDSs	Sectoral commitments
		3. Hold an annual donors conference towards mobilisation of funds	MoFEA/GBoS	No. of Donors attending	Report on Donor's conference	Development Partners commitment
		4. Sensitise DPs on merits of Basket funding	MoFEA/GBoS	No. of donors subscribing to basket funding	Report on Basket funding	Development partners rules and regulations
		5. Establish a steering committee to manage the funds for the NSDS and to report on source and use of the funds along CRESS lines	GBoS	No. of meeting of the committee	Report on disbursement & use of funds disaggregated by source	Availability of skills
	2. Develop mutually beneficial relationships with local & international bodies	1. Establish local networks and partnerships	GBoS	No. of networks partnerships	Reports on networks & partnerships	Availability of local networks/institutions e.g. universities, research institutions
		2. Establish international networks and partnerships	GBoS	No. of networks partnerships	Reports on networks partnerships	Availability of international networks/institutions e.g. Regional, continental, Global