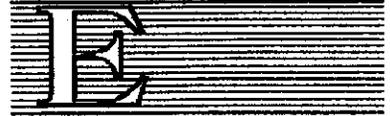


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**STATISTICAL NEEDS ASSESSMENT AND STRATEGY DEVELOPMENT
THE AFRICAN EXPERIENCE**

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I. INTRODUCTION

1. The purpose of this paper is to present African experience in conducting Needs Assessment and Strategy Development (NASD) exercises within the framework of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s and the Strategy for its implementation.

2. To enable countries to undertake the Needs Assessment exercises in a systematic manner, the Strategy for the implementation of the Addis Ababa Plan of Action recommended that Guidelines for the preparation of NASD reports should be prepared by an inter-agency committee which was later named CASD. The Guidelines were prepared by CASD and disseminated to countries in 1992.

3. It is relevant at this stage to define a NASD exercise. A NASD is an assessment of the statistical needs, statistical production and how the statistical outputs are used in a country. Such an assessment is usually conducted by both users and producers of statistics to re-assess and re-evaluate the adequacy of the statistical system for the provision of an efficient service. It can be promoted by users (demand-based) or it can be carried out at the initiative of the Central Statistical Office (supply-based). A NASD is intended to lead to a formulation of a strategy for the development of an efficient and sustainable statistical system in the country.

4. The rest of the paper will review the origin of NASD, summarise the contents of the NASD Guidelines, indicate possible uses of NASD exercises, indicate technical assistance provided by ECA on NASD exercises and summarise the experience of African countries in conducting NASD exercises.

II. ORIGIN OF NEEDS ASSESSMENT AND STRATEGY DEVELOPMENT EXERCISES

5. It should be recalled that the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s was formulated at the sixth session of the Joint Conference of African Planners, Statisticians and demographers in January 1990. This plan of Action was adopted in May 1990 by the ECA Conference of ministers responsible for economic development and planning.

6. A Strategy for the Implementation of the Addis Ababa Plan of Action was formulated at a Working Group meeting and was subsequently endorsed at the Seventh session of the Joint Conference in March 1992 and formally adopted in April 1992 by the ECA Conference of Ministers. The strategy provides a comprehensive framework for the development of statistics in Africa in the 1990s.

7. The Strategy recognised that measures for enhancing the capacities of African statistical services will have to be country specific. The Strategy therefore recommended that each country of the African region should undertake Needs Assessment and Strategy Development (NASD) exercises as a first step towards setting-up efficient and sustainable statistical systems.

III. GUIDELINES FOR NEEDS ASSESSMENT AND STRATEGY DEVELOPMENT EXERCISES

A. Historical: From Strategy to Guidelines

8. It should be recalled that a number of recommendations were made regarding the Strategy for the Implementation of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s. At the sub-regional and regional level, it was recommended that ECA should convene a meeting of the inter-agency group in a form of a Committee in which most of the principal international actors should be represented. Such a group would have the responsibility of monitoring the implementation of the Strategy.

9. The Inter-Agency meeting on the Implementation of the Addis Ababa Plan of action for Statistical Development in Africa in the 1990s was jointly convened by ECA and the United Nations Development Programme (UNDP) in Addis Ababa on 6 March 1992. The meeting discussed two substantive items: Formation of Inter-Agency Committee; and Needs Assessment. On the formation of inter-Agency Committee, the meeting agreed that the Committee be called Co-ordinating Committee on African Statistical Development (CASD). The formation of Sub-Committees and their Conveners was also discussed at this meeting. On Needs Assessment, the meeting agreed to constitute a Task Force to further consider and elaborate on the Guidelines for Needs Assessment. Such a Task Force was formed and met on 8 March 1992 in Addis Ababa to consider draft Guidelines which were subsequently presented to the Second meeting of CASD in Nairobi, November 1992.

B. Content Summary of Guidelines for NASD

10. The Guidelines provide a framework for countries to adapt in conducting their NASD exercises. The organisational aspect of NASD, its outputs and follow-up actions as described in the Guidelines are summarised below.

1. Objectives of the NASD

11. The Guidelines state that the main objective of the NASD is to establish what the current and future data needs of the primary users of statistics are and how the National Statistical

System (NSS) could satisfy these needs within resource constraints.

12. In analyzing this objective there a number of key areas which come to mind. These are: Data availability and use; Primary users of data; Data gaps; Data needs; statistical priorities; Statistical programme; and effectiveness of the NSS. The NASD is meant to examine all these aspects to enable the generation of the required outputs of the NASD which should include a review of needs and preparation of a long-term strategy for strengthening national statistical capacity.

2. Responsibility for organising the NASD

13. The responsibility rests with the country. A senior official of the Ministry is expected to appoint the NASD team and issue the terms of reference. Situations are bound to vary from country to country, the practical details of setting up the NASD exercise should depend on the state of the statistical development of the country.

3. Terms of reference of the NASD

14. The NASD is expected to perform the following tasks: (i) Prepare a set of recommendations for statistical development on the basis of past experience; and (ii) Formulate a draft national statistical development plan covering a period of 5-10 years on the basis of findings and recommendations.

4. Composition of the NASD Team

15. Three alternative models have been proposed for three categories of countries with regard to the composition of the team as follows:

First category: Countries with enough national experts to undertake such an assessment without external assistance.

Second category: Countries where there might be a need for one or two international experts to join the national experts.

Third category: Countries that require a team with the majority of its members being international experts.

16. The state of development of the National Statistical System of the country and the resources available to it for the exercise will dictate the category to which it should belong.

5. Timing, duration and frequency

17. The duration of the exercise will depend on circumstances as well as the state of statistical development of the country. With regard to frequency, the Guidelines state that the exercise should not be a "once off" exercise but rather an iterative periodic process. As a general principle, the Guidelines state that enough time should be allowed for all main users and institutions associated with the statistical system to fully participate in the process.

6. Background documentation and consultation and support facilities

18. The Director of the statistical agency should produce a background paper or briefing for the NASD team. Adequate administrative and secretarial support etc. should be provided for the team.

7. Outputs of NASD

19. Two main outputs have been stated in the Guidelines:

- (a) A detailed report covering all aspects of the assessment including recommendations arising from the evaluations; and
- (b) A draft national plan for statistical development.

8. Follow-up actions

20. Two follow-up actions have been described in the Guidelines:

- (a) Presentation of the final report and draft plan to high authority i.e. Minister who appointed the team.
- (b) Implementation of the recommendations and the national statistical development plan after acceptance by the government. Some of the recommendations may require development projects for their implementation.

C. The World Bank Statistical Needs Assessment and Planning publication

21. With the collaboration of a number of organisations and agencies and under the guidance of the CASD, specifically the two CASD Subcommittees on Training and Organisation and Management of National Statistical Systems, The World Bank has released the second draft of this publication. It should be stated that the World Bank document does not replace nor revise the NASD Guidelines which have been summarised above but that this

document should be seen as a complement to the Guidelines on NASD.

22. In addition to describing the following aspects of NASD: Conceptual framework of NASD; Assessing and assigning priorities of national statistical needs; Preparing a statistical development plan; and Issues concerning institutional restructuring, the document presents country experiences of Kenya, Chad, Cote D'Ivoire, Nigeria, Zambia, Uganda, Angola and Eritrea. Model questionnaires and proposed instrument of investigation have been provided in the appendix of the publication.

IV. POSSIBLE USE OF NASD EXERCISES

23. Two basic outputs of the NASD exercise have been stated in the Guidelines as follow: A detailed report covering all aspects of the assessment including recommendations arising from the evaluations; and a Draft national plan for statistical development. This exercise can in addition to being a vehicle for the preparation of a national statistical development plan also help the NSS to achieve a number of institutional and coordination mechanisms. The following are some of the possible uses of the NASD exercises.

A. As input into the National Development Plan

24. Following the preparation of a Statistical Development Plan as an output of the NASD, this will easily be a valuable input to the National Development Plan. This could enable consideration by the Government and other donors of a number of recommendations made in the Statistical Development Plan.

B. Promoting the link between users and producers of statistics

25. The NASD exercise can be used to promote dialogue between primary users and producers of statistics. Committees such as User-Producer, Producer-Producer or Statistical Board/Council can be promoted through recommendations arising from NASD exercises.

C. Assist in determining statistical priorities

26. This is stated clearly in the objectives of NASD. The whole exercise will enable users to identify their needs and through dialogue with producers come up with a meaningful statistical programme to match the available or likely to be available resources.

D. Mobilising resources for statistical activities

27. The deterioration of economic conditions in many African countries during the 1970s and 1980s has led to less resources being made available for statistical activities. This being the case the NASD could be of some assistance to the NSS in justifying a share in the available resources to enable among other things the documentation, monitoring and evaluation of policies and programmes such as poverty alleviation, etc.

E. Reversing the supply to demand driven production of statistical data

28. While a limited amount of supply driven statistics may be acceptable, in many African countries, statistical production has tended to be more supply driven than demand driven. One reason for this is the lack of formal dialogue between users and producers of statistical data. A NASD is a good opportunity to strengthen the link between users and producers of statistics. Hopefully this would reverse the current trend in the production of statistics from supply to demand driven.

F. Institutional restructuring of the NSS

29. It should be emphasized that the restructuring of the NSS covering organisational aspects, institutional arrangements, capacity of the NSS, etc. could be undertaken as an output of the NASD exercise.

V. ECA TECHNICAL ASSISTANCE ON NASD EXERCISES

30. Within the framework of the implementation of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s, the ECA Regional Advisor on Organisation and Management of National Statistical Systems has undertaken a number of technical advisory missions to African countries to assist them in planning or conducting NASD exercises and also participate in Workshops involving producers and users of statistics.

31. Some of the missions which were undertaken during 1994 and 1995 are as follows:

Uganda October & November 1994: to advise on transforming the Department of Statistics into a semi-autonomous body and elaborate a work plan for the 1995 and 1996 for the Department.

November 1995: Participate as resource person in a Workshop of Data Producers and Users and present a paper on "Some thoughts on Strategy for the Development of Statistics in Uganda".

April 1995: To review the final version of the national consultant's report on the restructuring of the Department of Statistics and to develop a plan for the implementation of its recommendation; and to initiate a Needs Assessment Strategy Development review of the Department of Statistics.

September 1995: Participate as a resource person in the "Workshop for Data Producers and Users".

Botswana June/July 1995: Joint ECA/ODA mission to participate in a team set up by the Permanent Secretary, Ministry of Finance and Development Planning, to initiate a User Needs Assessment Review of the National Statistical System.

Zanzibar (Tanzania)

February/March 1995: To advise the Department of Statistics, Ministry of State (Planning), to ascertain the prospect, scope, content matter and strategy for Needs Assessment Strategy Development Review of the National Statistical System.

Nigeria Mission to the federal Office of Statistics, Nigeria to participate, as resource person, in the "National User/Producer Seminar on Statistics"; and in the "National Training Workshop on Management and Organization of the Statistical Offices"

VI. THE AFRICAN EXPERIENCE

32. In order to gather information on the experience of African countries in conducting Needs Assessment and Strategy Development exercises, ECA conducted a survey of all African countries, with the exception of Liberia, Somalia and Rwanda, during the second half of November 1995. A two page questionnaire was sent by facsimile to all Directors of CSOs, either directly if the office had facsimile service or through the UNDP office for transmission to the Director CSO. The response of the Director was requested to be sent to ECA by facsimile also.

33. A total of 15 countries (Algeria, Burundi, Ethiopia, Gabon, Kenya, Lesotho, Madagascar, Malawi, Mauritania, Mauritius, Namibia, Swaziland, Tunisia, Uganda and Zimbabwe) responded to the survey. The country by country summary of the responses which were provided are given in the Appendix of this document.

34. The 15 responses which were received from the countries were supplemented by summaries of reports on NASD exercises for six countries (Angola, Chad, Cote d'Ivoire, Eritrea, Nigeria and

Zambia) which were extracted from the World Bank Statistical Needs Assessment and Planning publication (see chapter III, section C of this document).

35. Out of 21 countries whose information is provided in the Appendix, 11 countries reported not to have conducted NASD exercises. Some of the countries have planned to conduct the exercise in the near future 1995, 1996 or 1997, one country did not envisage conducting the exercise in the near future while another country did not know when it would conduct the exercise. In some countries activities which would lead to the conduct of the exercise were planned.

36. For the countries which conducted the NASD exercises in one form or another, the experiences were varied.

37. Regarding the use of experts from outside the country to assist with the exercise, in some countries the exercise was conducted by internal experts only. In this case Committees or Task Forces assisted by CSO technical staff were appointed to plan and conduct the exercises. In other countries a group of experts from outside the country conducted the exercise with the assistance of CSO technical staff. In a third group of countries, some assistance was requested from organisations outside the country in the form of one or two experts and with the involvement of a Committee/Task Force and technical staff from the CSO.

38. Regarding the method of conducting the NASD exercise, the use of questionnaires, interview or a combination of the two methods was adopted by many countries. On the objectives of the exercises, these covered different aspects such as: Improving the functioning of the NSS; Meeting user needs, Examining institutional strengths and weaknesses; Assessing availability of data for poverty monitoring; Assessing data gaps, Developing work plans; Improving the legal framework; Enhancing the level and diversity of statistical production; and Improving coordination of statistical activities.

39. The recommendation of the NASD exercises have covered a number of areas including: Reviewing of methodologies for statistical operation; Reviewing the Statistics Act/Decree to make it more relevant and operational; Improvement of the coordination mechanisms (producer-user); Creation of semi-autonomous statistics bureau; Improving funding support for statistical activities; Improvement in the timeliness of the delivery of statistical outputs; Formation of national committees of statistics for setting priorities and balance between supply and demand for statistical data; Rehabilitation of the NSS and structure of the CSO; and preparation of Statistical Development Plans.

40. On the follow-up actions, these have taken different forms. In some countries it is too early to tell since the reports have been submitted to government for approval or consideration. In other countries committees of Task Forces have been established as part of the follow-up action to monitor implementation of the recommendations. In other countries the Statistical Development Plan which was prepared as part of the NASD exercise is being implemented while in others these plans are under preparation, work plans and statistics statutes are being revised, meetings with donors to provide assistance for statistical activities and creation of a National Statistical Council or committees to look into various aspect of statistics are taking place.

41. The country by county summary of the responses which were received is provided in the Appendix.

VII. CONCLUSION

42. The Joint Conference participants are requested to deliberate on:

- (a) The experience of African countries in conducting NASD exercises;
- (b) The usefulness of the NASD exercises in the development of efficient and sustainable statistical systems in African countries; and
- (c) The type of assistance which countries may require in conducting NASD exercises.

**Country Experiences in Conducting Needs Assessment
and Strategy Development Exercises**

The country experiences are given under the following headings:

1. Country
2. Date undertaken
3. Overall objectives
4. External partners
5. Organisational structure
6. Findings and implications
7. Follow-up action
8. Usefulness of Guidelines

A. Countries Which Conducted NASD Exercises

1. **Kenya**
2. January-October 1992
3. To diagnose problems encountered by the Kenya NSS and recommend ways of transforming it into an efficient and effective statistical body with a sound statistical base capable of producing regular and reliable information for effective economic management.
4. None, all partners were either local consultants, relevant government institutions and parastatals.
5. A Task Force of 17 executives which included a Project Consultant and Secretary, from various ministries, parastatals, private sector, and institutions of high learning was established. In addition, a group of 10 executives from the Kenya Central Bureau of Statistics was established to service the Task Force as necessary. Members of the Task Force conducted interviews in government agencies, non-governmental agencies and private sector for the purpose of the NASD exercise.
6. The main findings were as follows: (a) The current organisation limits the performance of the institution hence there is need to restructure the NSS/CBS; (b) Vital publications were no longer being produced; and (c) It was necessary to review methodologies of data collection and

user needs; and (d) the Statistics Act should be amended to include data from the private sectors/institutions.

7. The NASD report was presented to the Kenya Government in September 1993. The report is to be reviewed again this year by the Cabinet.
 8. No information was provided.
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1. **Namibia**

2. 30 August to 3 September 1993

3. To draw up a comprehensive five-year programme that enables Namibia to obtain a variety of baseline data covering all sectors and to build up a sustainable statistical infrastructure for the country by the end of the period in question.

4. Statistics Sweden, Overseas Development Administration (U.K.) and United Nations agencies.

5. Participants were drawn from the private and public sectors of the Namibian economy, International organisations, neighbouring countries and partners in development. The rationale used was that the whole exercise should be as all encompassing as it could be possibly made. Thus many institutions, organisations and personalities were involved.

Nine committees/working groups were constituted covering the following:

- a) Economic policy-national accounts, financial statistics and establishment register,
- b) Labour, employment, education and literacy,
- c) Agriculture, forestry and fisheries,
- d) Population, international tourism and migration,
- e) Trade and prices,
- f) Mining and manufacturing,
- g) Energy, transport and communication, housing and construction.
- h) Income distribution, women in development, and
- i) Health and social services, crime and accidents.

Subject matter departments and/or organisations were encouraged to sit on Committees where their expertise could be utilised to the maximum.

6. There was lack of co-ordination in statistical activities and this is evident from the then prevalent high degree of duplication. The NASD therefore recommended strongly that

frameworks should be drawn up there and then for social demographic and economic statistics in the country. The other noteworthy finding was the resource constraints which will hinder the speedy implementation of the NASD recommendations. There was also an urgent need for parliament to pass a new statistical law that would reflect the times and needs of the country as the old Act was found wanting in many respects.

7. The whole work programme of the Namibian Central Statistics Office has been re-oriented in such a way that all activities are monitored from the perspective of the five year development programme which was drawn up by participants. Departments and/or organisations have now come to accept the role of the Central Statistics Office as the sole co-ordinating organ in all activities pertaining to the collection, storage, analysis and dissemination of statistical information. To a large extent and notwithstanding the resource constraints, the implementation of the NASD programme is on course. In this regard the survey programme, to give one example, is moving according to schedule.

8. The Guidelines were found useful in the NASD exercise.

1. Uganda

2. 20-21 September 1995

3. There were four objectives: a) review the current status of statistics in Uganda; b) Identify the data gaps and their priorities; c) Review the proposed work plan for the Statistics Department 1996-2000, and d) Review of the proposed structure of the future National Statistical System including the legal framework under which the system would operate.

4. Eastern Africa Management Advisory Team (EAMAT) and Economic Commission for Africa.

5. Three consultants (including one from EAMAT/ECA) reviewed the various sectors and drafted a Work Plan for Statistics for 1996-2000. This Work Plan was reviewed by 90 major data producers and users from 40 organisations at a Workshop held on the 20th and 21st September 1995. The major data producers were asked in advance to prepare short write-ups on their current and proposed data gathering activities. The proposed structure of the future National Statistical System was drawn up by another local consultant.

6. The main findings were as follows: a) A semi-autonomous Bureau of Statistics should be created to coordinate

- statistics collection and publication in the country; b) Government should ensure that adequate funding is made available for the activities of the Bureau and those statistical agencies that will remain outside the Bureau; and c) There should be regular data producers and users consultation.
7. The follow-up action was as follows: a) Revised the Work Plan in the light of the recommendations from the workshop; and b) Revised the draft statistics statutes again in the light of the recommendations from the Workshop.
 8. The Guidelines were found useful in the NASD exercise.
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1. **Malawi**

2. 28 November to 16 December 1994

3. Three objectives: a) Assess needs of users of statistical data and review extent to which these needs are met by the National Statistical Office (NSO); b) Review NSOs institutional strengths and weaknesses in the production of statistics; and c) Prepare and implement NSOs development and work plans including assessing training needs.

4. Yes

5. The NASD which was conducted was ad-hoc, it is intended to conduct this exercise annually.

6. The main findings were as follows:

- a) Actual demand for data by users is limited;

- b) User assessment about current availability and output of economic statistics was that the main problem faced is the delay in the publication and dissemination of current economic data, especially external trade production and employment;

- c) Where users were able to make a judgement on the trade-off between timeliness and reliability, most of the people interviewed were of the opinion that they would be prepared to put up with less reliable data if this would result in a reduction in the delay in dissemination;

- d) The majority of users interviewed were of the opinion that the present coverage of economic statistics was adequate for their needs;

- e) Many users feel that they do not have enough information to define their needs clearly, they lack adequate information about what statistics are currently available and how they can be used;
- f) Many economic statistics are published and disseminated with inadequate explanation of commentary;
- g) At present, there is no formal process of consultation between NSO and the users of statistical data;
- h) A formal National Statistical Committee should be established which would meet regularly and which would be charged with setting priorities for statistical development and helping to ensure a better balance between the supply and demand for statistical data;
- i) There is need for regular consultation between NSO and respondents, especially the businesses in the private sector;
- j) The underlying concern of users is for the NSO to publicly identify itself as a service organisation whose mandate is to meet the needs of customers.
7. The follow-up action has been that ODA sent consultants to help the preparation of a Statistical Development Plan and Strategies.
8. Useful
-
1. **Madagascar**
2. 1994-1995
3. The general objective of the NASD was to enhance the level and diversify statistical production. Specifically the NASD would look into a) production of reliable and timely socio-economic indicators; b) coordination of national statistics system; c) development of human resources; d) development of dissemination methods; e) development of computer systems; and f) institutional support.
4. Yes (no details were provided).
5. The National Institute of Statistics and the Coordinating Committee for Statistical and Economic Information were involved in the NASD exercise.
6. The main findings included the following: There was need to formulate a project to rehabilitate the National Statistical

System; there is need for a feasibility mission report by CESD-Communautaire; and there is need to change the structure of the National Institute of Statistics.

7. The follow-up action has included: meetings of donors chaired by the European Development Fund (EDF); feasibility mission by the European Union, etc.
 8. The guidelines were found to be very useful.
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1. Mauritania
 2. 1988-1990
 3. The objectives were to: draw-up an inventory of data sources; assess methodologies; estimate needs; create a consulting organ; and reorganise the statistical office.
 4. Yes (no details were provided).
 5. A committee was formed to define terms of reference and work out a national strategy for the NASD exercise.
 6. The main findings included the following: There was need to create a National Statistical agency and a technical consulting commission of statistics; there was need to harmonise data collection methodologies.
 7. The follow-up action has included: the creation of sectoral sub-commissions (i.e. agriculture and livestock; national accounts; trade and services; and data production).
 8. The guidelines were not yet produced at that time.
-

1. Nigeria
2. 1990
3. A study was conducted by the Federal Office of Statistics (FOS). The main objective of the study was to assess the institutional structure and the functioning of the FOS, its activities to overcome its weaknesses in the various operations and improve its efficiency and effectiveness. The recommendations of the study were contained in a report entitled "Management Audit Report of the Federal Office of Statistics".
4. It is not clear if external partners were involved in this study.

5. A Task Force consisting of five persons was established in 1991 to make a critical examination of the recommendations proposed by the study as well as examine the proposed role and functioning of the FOS, its organisational resources, technical and managerial capacities, methodologies of compiling Nigeria's national accounts and functioning of the Nigeria's entire statistical system.
 6. The main findings and recommendations of the Task Force included: a) Upgrading the FOS to be given full parastatal status in 1993, having autonomy with respect to its internal administration and finance with the Director General as its Chief Executive; b) Restructuring the FOS to inter-alia increase its efficiency in processing the various surveys and censuses it carries out and produce timely and reliable data; and c) establish statistical training facilities to provide in-service training to FOS staff throughout the country.
 7. Under the UNDP Program Support for the Development of National Statistical and Information System Program, which was estimated to start in July 1994, the most important recommendations of the above study were expected to be addressed. In view of the need to meet the requirements of better information management and supply to all the users, the issue of statistical capacity building needs to be further addressed by undertaking a comprehensive statistical needs assessment exercise.
 8. No indication.
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1. **Cote D'Ivoire**

2. 1994

3. The objectives were included in a document entitled "Programm d'Activites Statistique, 1994" produced by the "Institut de la Statistique" and are as follows: a) Rehabilitation of the national capacities especially through a renovation and rehabilitation of a new national committee of statistics and a more efficient accounting normalization that is more suitable to the current context; b) Strengthening of the material means, especially in computing related field, mass production, transportation and communication; c) Production and dissemination of relevant statistical information; and d) Elaboration of a national programm of statistical activities for the period 1995-2000.
4. It is not clear if external partners were involved in the formulation of the Program.

5. Within the framework of the PAGE (Projet d'appui á la gestation économique) a number of activities had been planned for 1994 especially joint missions of experts from INSEE and EUROSTAT. These missions were to look into restructuring of the National Statistical Institute, installation of the new committees as well as elaboration of a statistical guiding scheme, etc. Update of the production and diffusion of information and elaboration of a national program for statistical activities for the period 1995-2000.
 6. The main findings included: the need to restructure the national Statistical Institute; need to instal new national committees of statistics through the change in the decree which establishes the committee; there is need to rebuild the computer information system to be based around micro-computers; need to rehabilitate the printing shop to enable a large dissemination of information and statistical publications; need to improve equipment in regional centres; need to improve quality and quantity of publications; statistical interpretation is a weak point of the Institute.
 7. A number of actions will be undertaken through PAGE project, The decree which prescribes the overhaul of the national Committee of Statistics should be put in place for successful implementation. Four levels of working groups would be established: A Director Committee " A National Committee of Statistics and Communication", A Project Group, a Group of Users and a Group of Experts. The structures will be supported by the Director of the NIS.
 8. No indication.
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1. Chad
2. Dates not indicated
3. Two broad objectives: The first to provide an assessment of the availability of statistical information in Chad for poverty monitoring and assessment; and the second to initiate a process of review in Chad which may lead to improved coordination both between donors and between various agencies responsible for statistics in Chad. It was also assumed that the assessment would serve as a basis for formulating a national statistical strategy, incorporating long-term capacity building programme and improve the delivery and use of timely statistics.
4. Yes a team of World Bank experts was involved at the request of the Chad Government.

5. The assessment strategy was divided into two parts: diagnosis of the statistical system; and proposals for strengthening statistical capacity.
 6. The main findings were as follows: While the "Direction de la Statistique, des Etudes Economiques et Demographique" (DSEED) is at the centre of statistical production, there are a total of 18 public sector institutions which are in some way involved in statistical data collection; Data analysis and use was the weakest link in the statistical system of Chad and would require much focus in future statistical development programme; There is little communication between users and suppliers of statistical data and no formal coordination mechanism of the statistical system exists and the individual services look to DSEED to take the lead in coordination between suppliers, DSEED did not seem to fulfil this role effectively. The assessment recommended a strategy for the strengthening of the statistical capacity. The strategy had two primary objectives: the provision of rapid, timely and reliable statistical information for decision making (short-term measures); and the creation of a sustainable national capacity to collect, process and use statistical data (medium and long-term measures).
 7. The assessment recommended establishment of a Task Force in Chad to review the proposals of the report on the basis of this to prepare a statistical development plan to cover the remainder of the century. In the long term a "National Statistical Council" chaired by a senior person from the Ministry of Planning be established and that the technical Committee then act as a secretariat for the Council; Conduct national seminar for increased awareness, establish "Tableau de Bord", establish database and publication service in the DSEED, strengthen sectoral databases, strengthen data collection (capacity) activities, build national analytical capacity; establish national capacity for computerization of statistical service; develop strategy for technical assistance; and build a long-term training programme. Key indicators were proposed to serve as a basis for the production of quarterly and annual statistical monitoring reports (Tableau de Bord).
 8. No indication.
-

1. Burundi
2. 19 February - 5 March 1995
3. The Needs Assessment and Strategy Development exercise had three main objectives: a) Improvement and development of

statistical staff; b) Coordination and organization of the statistical offices (Services); and c) Training of specialised staff.

4. Yes, no details were provided.
5. The organisation structure of the NASD exercise was not specified.
6. The report on the findings of the NASD and their implications will be released in 1996.
7. Negotiations for financial support from various donors (UNDP, UNFPA, World Bank, French Cooperation, etc.) are in progress.
8. Guidelines were found to be useful.

B. Countries Which Have Not Conducted NASD Exercises

Country: Swasiland
Planned Date: 1996

Country: Lesotho
Planned Date: 1996

Country: Mauritius
Planned Date: Not envisaged in the near future

Country: Algeria
Planned date: 1996

Country: Zimbabwe
Planned date: 1996

Country: Gabon
Planned date: 1995 (Exercise in progress now)

Country: Tunisia
Planned date: 1996-1997

Country: Ethiopia
Planned date: Don't know

Country
Planned date

Zambia

In spite of the institutional restructuring, Zambia intended to initiate a comprehensive Needs Assessment and Strategy Development in early 1995 and was to seek support for ECA to initiate the programme.

Country
Planned date

Angola

Date not indicated. Under a project of reinforcement of the capacity of Economic management with Statistical Component, signed between Angola Government and the International Association for development (ID), a consultant had to be recruited for three months to work with the National Statistical Working Group in elaborating a plan for the development of statistics in Angola with particular emphasis on a) defining overall strategy for the development of the NSS; b) drafting a five year national statistical plan; c) elaborate the proposal for the reorganisation of the National Statistical Institute; and d) defining the orientation of a new legislation necessary to implement the identified objectives of the National Statistical Plan and restructuring of the National Statistical System.

Country
Planned date

Eritrea

No indication as yet. Currently the issue of setting up a National statistical Service has been addressed including issues pertaining to the demand for statistical information.