



# Evaluation Report

## Evaluation of the Implementation of the Liberia National Strategy for the Development of Statistics (2008-2012)

April, 2013

By Norah Madaya  
PARIS21 Consultant

Website: [www.lisgis.org](http://www.lisgis.org)

# Contents

Acknowledgements .....	3
Executive Summary.....	4
Acronyms .....	6
1. INTRODUCTION.....	7
1.1 Background.....	7
1.2 Current Status of the Liberia’s Strategy for National Statistical Development.....	7
1.3 Evaluation Methodology .....	8
2. THE LNSDS EVALUATION AND RECOMMENDATIONS.....	10
2.1 LNSDS Objectives.....	10
2.2 Findings from evaluation of Activities and Recommendations.....	10
3. PRIORITY AREAS.....	15
4. ACTION PLAN .....	17
5. FINANCING STRATEGY .....	18
6. REFERENCES.....	21
7. LIST OF PARTICIPANTS .....	22

## *Acknowledgements*

A wide range of individuals and groups variously contributed to the successful evaluation of the Liberia National Strategy for the Development of Statistics (LNSDS). The Consultant wishes to thank: Management and staff of the LISGIS Statistics and in particular the Director General, Dr. T. Edward Liberty, the Deputy Director-General for Statistics and Data Processing, Mr. Francis Wreh, and colleagues for their confidence in the Consultant to undertake the assessment.

Special thanks go to the LNSDS Technical Committee with representation spread over the government Ministries and Agencies (MAs), and the Development Partners for the co-operation and patience demonstrated in the interactive and enriching discussions.

In a special way, I thank the NSDS Coordinator, Mr Robert Towels, for the leadership and coordination skills that enabled us to meet most of the scheduled respondents and to effectively handle the assignment.

Finally, major tribute goes to PARIS21 for supporting the exercise.

## *Executive Summary*

The civil war destroyed a large part of Liberia's infrastructure including the statistical System. While the level of economic activity declined, Institutions and organizations including the LISGIS became dysfunctional and needed to be restored. Consequently, there was loss of baseline data to guide policy formulation and decision making of government which made it difficult to rebuild and reconstruct the economy. The capacity to collect and analyze relevant statistics and other information critical for decision making was also weak.

The government of Liberia is guided by a Poverty Reduction Strategy (PRS) which requires quality statistical information for evidence based policies and decision making processes of programmes. LISGIS spearheaded the design and implementation of the Liberia National Strategy for the Development of Statistics (LNSDS) 2008-2013 to re-build statistical capacity and strengthen coordination across the agencies that generate statistics.

The implementation of the LNSDS has yielded substantive improvement in the production of relevant statistical information by the Liberia Institute of Statistics and Geo-information System (LISGIS) and other Ministries and Agencies<sup>1</sup> with the responsibility of collecting, analysing and disseminating statistics in Liberia.

This evaluation has been undertaken as part of the implementation Plan to ascertain the extent to which the LNSDS has been fully implemented. The LNSDS evaluation built on the mid-term assessment (2010) findings. The mid-term assessment generated a lot of information regarding the trend of implementation, highlighted the gaps and recommended what needed to be considered by LISGIS. The evaluation exercise registered accomplishments since 2010, attracted recommendations, and solicited priority actions to inform the LNSDS II, whose design and drafting are underway.

Overall, the LNSDS achieved most of the planned activities. Several surveys were successfully undertaken to generate vast relevant statistical information. There was enhanced collaboration between LISGIS and some Ministries such as Health, Education and Agriculture in undertaking the Malaria Indicators Survey, Education Census and the Food Security Survey respectively. Other surveys undertaken included the National Accounts Survey, although the Household and Expenditure survey was still underway. A regular survey programme had been developed for the subsequent period. There is however need to develop a core list of indicators to inform the Poverty Reduction Strategy II and the Monitoring and Evaluation framework of government.

Whereas the development of a capacity building plan was not achieved, training opportunities for statisticians were expanded. Several middle level statisticians and GIS officers from line Ministries and Agencies were trained. There is however a need to develop a comprehensive capacity building plan in the next LNSDS to enhance manpower capacity to support statistical activities.

LISGIS and other Ministries and Agencies were engaged through the Technical Committee and meetings for survey undertakings. This enhanced initial coordination and harmonisation of the National Statistical System. The meetings facilitated discussions on developing and adopting coordinated approaches to data collection, although the compendium of statistical concepts and definitions, and the compilation of methods and standards, and mechanisms for ensuring compliance and uniformity were not achieved.

---

1. Including the Liberia Institute of Statistics and Geo-Information Services (LISGIS), Central Bank of Liberia, University of Liberia Institute for Population Studies, Bureau of Immigration and Naturalization, the Civil Service Agency, Liberia National Police, Liberia National Fire Service, General Service Agency, National Housing Authority, National Port Authority, and Monrovia City Corporation.

The mainstreaming of Ministries and Agencies in the LNSDS was not evident. There is however a plan to design and integrate their statistics strategies into the next NSDS.

The objective of developing and managing an efficient approach to information sharing was partially achieved. The publication of the Annual Statistical Abstract was produced. The Access and dissemination policy was also produced. However, the enhanced NSS website was not developed and the LISGIS website was not activated. This continues to affect the visibility of LISGIS.

To this end, most of the activities that were not undertaken will form a major part of the prioritised activities in the next LNSDS. The following activities were prioritised by the stakeholders consulted:

1. Finalisation of the Income and Expenditure Survey;
2. Revision of the Statistics Act Developing and implementing the NSDS II Streamlining the LNSDS coordination and Management function in the overall LISGIS budget;
3. Designing and implementing a capacity development strategy;
4. Strengthening systems to increase availability and access to statistical information; and
5. Strengthening the uniformity of standards and ensuring production of quality data.

A financing strategy was proposed for the next LNSDS in the report.

# Acronyms

<b>CBL</b>	Central Bank of Liberia
<b>CPI</b>	Consumer Price Index
<b>CWIQ</b>	Core Welfare Indicators Questionnaire
<b>LDHS</b>	Liberia Demographic and Health Survey
<b>LISGIS</b>	Liberia Institute of Statistics and Geo-Information Services
<b>LNSDS</b>	Liberia National Strategy for the Development of Statistics
<b>PRS</b>	Poverty Reduction Strategy
<b>NSS</b>	National Statistical System

# 1. Introduction

## 1.1. Background

The Liberia Institute of Statistics and Geo-Information Services (LISGIS) in collaboration with key Ministries and Agencies designed and set out to implement the Liberia National Strategy for the Development of Statistics (LNSDS) from 2008 to 2012. The LNSDS is a framework aimed at strengthening statistical capacity and coordination of statistical programmes across the National Statistical System (NSS), for the production of quality statistics that meet user needs. It is executed by the Liberia Institute of Statistics and Geo-Information Services (LISGIS).

The LNSDS was developed after the protracted and costly civil war in Liberia. The statistical system was characterised by a proliferation of data producers. These included Non Government Organisations and specialized agencies which collected data without the assistance of LISGIS because of lack of capacity. The data collection efforts were often driven by their own information needs, and did not adhere to accepted statistical norms and principles.

Statistical capacity building was not featured as a goal. It is also noteworthy that there was little coordination of data gathering efforts mounted by the agencies, with the inevitable overlaps and duplication of efforts. Ad hoc collection efforts distracted the required focus on building sustainable capacities that would permit increased flow of needed quality data to service current and future needs of an economy in the process of recovery and rehabilitation. The statistical system had outdated statistical procedures, low salaries, poor record keeping and archiving culture, low demand for statistical products, poor ICT and physical infrastructure.

Implementation of the LNSDS began in 2008. A mid-term assessment was undertaken in 2010 to establish progress made at the time. The assessment revealed that major achievements had been made. The progress was, however, not uniform across the set objectives.

Thus, recommendations by stakeholders and some LISGIS staff have been made for LISGIS to prioritise and fast track the pending activities across the objectives to be implemented from 2010 – 2012. The action plan for prioritised activities and a corresponding budget were developed. An evaluation is now due for the LNSDS to measure accomplishments of the set objectives and outputs.

## 1.2. Current Status of the Liberia's Strategy for National Statistical Development

LISGIS is guided by a Statistics Act (2004) which defines its core function, the governance structure, objectives and data production requirements. It has an organisational structure which presents the various statistical production entities and staffing. LISGIS is supported by the Government of Liberia and development partners.

The statistical system in Liberia at the present point has improved although its capacity to respond effectively to the demands from policy makers for Monitoring and Evaluation of the Poverty Reduction Strategy (PRS), and international organizations such as UNICEF, UNFPA, IMF and World Bank is still constrained.

The LNSDS aimed at addressing key areas including: amendment of the Statistical legislation, mainstreaming of ten ministries and agencies into the NSDS; expansion of participation to other agencies over a three-year period; conducting the Core Welfare Indicators Questionnaire (CWIQ) survey every 18 months. To date, several surveys

including CWIQ, the Liberia Demographic and Health Survey (LDHS) have been undertaken to generate relevant data to inform key development programmes and interventions. Nonetheless, data needed for monitoring the developments in the economy, or for design of social investment programs are not readily available and accessible. The website is not active, and was neither linked to the Liberinfo nor the Integrated Management Information System (IMIS). Hence, a huge mass of data is underutilised.

Efforts have been made to enhance statistical and GIS capacity through training mid level statisticians and Geographers in collaboration with the University of Liberia with support from the European Commission, World Bank, UN Agencies and the Government of Liberia.

Whereas statistical capacity has improved, there are eminent statistical gaps and inadequate staff in LISGIS and the Ministries to support effective production of quality statistics. To support continuous training, the LISGIS hall was renovated and furnished for in-service training, and the curriculum is yet to be developed.

LISGIS has enhanced its physical and IT infrastructure to support its data processing and dissemination. It was re-located to a bigger building and acquired computers and servers to support data processing and routine work. While the staff work space is adequate, the environment for IT infrastructure management is not favourable. The source of power is a generator which performs for only 8 hours of the day. The power problem and humidity has rendered most computers and servers dysfunctional. The LISGIS website is not active due to limited resources.

The LNSDS has been supported by established institutional structures to improve statistical coordination and management in the LNSS. These include;

- Technical Committee
- NSDS Donor Coordination Committee
- Advocacy Committee
- Users/Producers Committee

The major challenges to date include; limited dissemination of findings, limited availability and access to statistics by key users, capacity gaps particularly skills in computer programming and statistics, IT infrastructure, and weak coordination within LISGIS and with the stakeholders.

### **1.3. Evaluation Methodology**

#### **1.3.1. Purpose of evaluation**

The evaluation was undertaken as part of the implementation Plan to ascertain the extent to which the LNSDS has been fully implemented. The evaluation looks at its objectives with particular reference to: the LNSDS alignment to the PRS, responsiveness to the data user requirements, and accomplishment of stated NSDS priorities. This will be summed by measuring the degree to which the LNSDS has contributed to enhancing transparency and accountability in the country, and, the monitoring and evaluation of government and development partner interventions.

#### **1.3.2. Methodology**

The NSDS I evaluation builds on the midterm assessment (2010) report. The evaluation adopted various methods to collect the required data and information including:

- i. Documentary review;
- ii. Key informants consultations;
- iii. Focus Group Discussions;



- iv. Direct on-spot observations; and
- v. Sampling Techniques.

Each of the methods used for data collection is explained as follows;

#### **a. Documentary Review**

The process involved a review of relevant documents and reports. The documents reviewed included;

- i. The LNSDS document,
- ii. Mid Term Assessment Report,
- iii. Technical Committee minutes,
- iv. The Statistics Act, and
- v. Theoretical literature related to National Statistical Systems and other relevant documents identified in the course of interviews and Focus Group Discussions (FGDs).

#### **b. Key Informant consultations**

In-depth interviews and discussions were conducted with selected stakeholders (key informants). These included some LISGIS heads of technical programmes and Data processing; and Development Partners (UNICEF, UNFPA, and the World Bank).

#### **c. Focus Group Discussion (FGDs)**

The discussions were held with the NSDS Technical Committees (TCs). A series of presentation on the framework and status of implementation were presented by the LISGIS in the interest of those who were attending for the first time. A predetermined questionnaire was administered to capture the views of the various representatives on the extent of achievement and impact of the LNSDS.

#### **d. Direct on-spot observations**

An observation was made for the work environment, expressions with respondents during discussions. Areas observed included; equipment, the enthusiasm with which matters related to statistics were treated including the priority top management appeared to accord to statistical related activities.

#### **e. Sampling Techniques**

Respondents were purposively selected to include the following:

- i. Heads of Departments, LISGIS,
- ii. Statistical Committee Members, and
- iii. Development Partners.

The target was to interview all the selected respondents and hold FGD with members of the NSDS Technical Committee. The key assessment questions which refer to issues that the Consultant sought answers to inform the NSDSII also assisted in deriving recommendations.

### **1.3.3. Approach**

The evaluation process was supported by the LISGIS NSDS Coordinator who set up meetings with the relevant respondents within and outside LISGIS. The Consultant held brief sessions with the Director General, NSDS Coordinator and a selected team of LISGIS staff every morning to provide a progress report and seek clarity of issues pertaining to implementation. The development partners were met at their offices.

## 2. *The LNSDS evaluation and recommendations*

### **2.1 LNSDS Objectives**

The over-arching objective of the LNSDS is to achieve a well coordinated, harmonized and efficient National Statistics System that generates and disseminates relevant, accurate and timely data that informs management and development agenda of Liberia. It is intended to ensure the production and dissemination of high quality statistical data that meet international best practices.

The LNSDS is guided by five long-term strategic objectives:

1. Making statistics relevant to national and local development;
2. Developing an efficient capacity building plan for the Liberia National Statistical System;
3. Developing a coordinated, harmonized and effective National Statistical System;
4. Ensuring adoption and consistent use of relevant statistical methods and standards; and
5. Developing and managing an efficient approach to information sharing.

### **2.2 Findings from evaluation of Activities and Recommendations**

Overall, a lot of progress was registered and there is valuable information available to inform policy, although some key activities were not undertaken due to resource constraints. In this regard, the undone activities will be rolled into the LNSDS II (2014-19).

#### **2.2.1 Making statistics relevant to national and local development**

The demand for quality and vast statistics in Liberia increased. This was matched by the exponential growth in the production of statistics across the National Statistical System although most of the data from Government agencies were not effectively used.

The relevant data and statistics needed to inform the implementation, monitoring and evaluation of the PRS was generated. LISGIS collaboration with other key producers in the NSS was achieved. There was enhanced collaboration between LISGIS and some Ministries such as Health, Education and Agriculture in undertaking the Malaria Indicators Survey, Education Census and the Food Security Survey respectively. Generally, most planned surveys including the National Accounts Survey were undertaken, although the Household and Expenditure survey was still underway.

Nonetheless, the Consumer Price Index (CPI) compilation which should be a core product of LISGIS was still being compiled in collaboration with the Central Bank of Liberia (CBL).

LNSS statisticians demonstrated the capacity to generate statistics that are relevant to the national development although some were demoralised. Various efforts to revive statistics compilation particularly LISGIS staff deployed on non field activities such as National Accounts and Balance of Payments Officers were partially achieved.

Nevertheless, there is political commitment to statistical production in the country. The head of state appreciates the downstream and upstream role of statistics, although there is need to identify statistics champions to advocate for statistics in the development arena.

ACTIVITY	YEAR	Budget (USM \$)		COOPERATING PARTNERS	Status
		(2008-12)	(2010-12)		
1. National Accounts Survey	2010; 2011; 2012	1.92	1.26	MoF; CBL; MoCL	Done
2. External Trade Statistics	2011; 2012	1.33	0.5	MoCL	Done
3. Consumer Price Index	2010; 2011; 2012	1.4	0.6	CBL	Done
4. Index of Industrial Production	2011; 2012	0.45	0.45	MoCL	Done
5. Household Income and Expenditure Survey	2011-2012	2	2	CBL	In progress but to be done (2013)
6. Demographic and Health Survey	2012	1.5	1.5	MoH; ORC Macro International; NACP, National AIDS/HIV, Commission, UNFPA, UNICEF, UNDP USAID	Done
Food Security Survey	2011	1.4	1.4	MoA; World Food Prog	Done
<b>Total</b>			<b>7.71</b>		

### Recommendations

To re-engineer compilation of the relevant statistics to national and local development, and motivate producers of relevant statistics, LISGIS in collaboration with the partnering Ministries and Agencies made the following suggestions;

- 1) Aligning the regular Census and survey programme to the PRS II and the Monitoring and Evaluation programme of Government.
- 2) Developing a core list of indicators for monitoring national development programmes
- 3) Conducting periodic harmonized and joint assessments of data quality and statistical outputs utilised for measuring progress towards achieving national and sectoral development goals,
- 4) Assuming full responsibility of the CPI compilation after the National Household Income and Expenditure Survey ,
- 5) Reviewing and innovatively improving motivation of staff working on National Accounts and Balance of Payments and related office based function. For example, through:
  - i. training opportunities;
  - ii. promotion based on merit;
  - iii. defining career path;
  - iv. improved remuneration; and
  - v. reward and recognition systems which encourage staff to strive towards achieving individual goals related to the strategy.

and,

- 6) Identification of prominent government officials to champion statistics.

### **2.2.2 Developing an efficient capacity building plan for the Liberia National Statistical System;**

The LNSS needs strong organizational systems, structures and capacities to produce quality statistics. The shortage of personnel with the appropriate training in statistics and related fields was identified as a critical constraint. LISGIS operated in a rented office space which was too small and inadequate for its long term needs. UNDP/NIMAC supported LISGIS, but more was required to build the capacity needed for a strong NSS in Liberia.

To this extent, opportunities for training statisticians were expanded. For instance, several middle level statisticians and GIS officers from Ministries and Agencies were trained, Bachelors degree programme curriculums in demography and Statistics were developed, and some few were sponsored to study in Masters and Bachelor's degrees in external Universities (Uganda, Cote d' Ivoire).

The LISGIS was temporarily assigned and relocated to a more spacious government premise.

Due to limited resources, the following priority actions were not accomplished;

- a. Construction of Liberia Statistics House,
- b. Availing of essential facilities and equipment to all sectors of the system,
- c. Formulating and implementing a comprehensive capacity development plan that would ensure the production of relevant data throughout the national statistics and spatial system,
- d. Attaching officers in regional offices especially from National Accounts,
- e. Developing the human resource strategy, and,
- f. Adjusting remuneration packages of statistical staff to ensure staff retention to sustain institutional memory.

### **Recommendations**

In order to strengthen capacity of the LNSS, LISGIS and the collaborating Ministries and Agencies should consider;

- I. Construction of the Liberia Statistics House,
- II. Formulating and implementing a comprehensive capacity development plan that would ensure the production of relevant data throughout the National Statistical System,
- III. Developing and implementing the Human Resource strategy to address; systematic training, staff retention and motivation, and
- IV. Availing essential facilities and equipment to all sectors of the system.

### **2.2.3 Developing a coordinated, harmonized and effective National Statistical System;**

Coordination and collaboration are essential for harmonization of statistical processes, and reduction of duplication among key producers in the LNSS. The institutional arrangements for effective coordination of the NSS were established. This was achieved through the constitution of supporting administrative structures namely; the LNSDS Technical Committee, Advocacy Committee, and the Donor Committee. Nonetheless, operationalising the Technical Committee and Advocacy committees was hampered by lack of financial resources. The donor committee on the other hand failed to take off due to unclear terms of reference. They would like LISGIS to review their Terms of Reference to ensure maximum productivity of the Donor Committee.

As part of the planned LNSDS review and update, LISGIS has reconstituted and enhanced the NSDS team to spearhead the development and implementation of the LNSDS II. Unlike before, the Deputy Director Finance and Administration is a core member of the NSDS Committee. Nonetheless, the following were not achieved;

- 1) Revision of the LISGIS Act, and,
- 2) Development of approaches for Monitoring and Evaluation to support effective implementation of the national development agenda.
- 3) Mainstreaming statistical concerns from other producers (Ministries and Agencies) in the LNSDS.

### **Recommendations**

In response to the foregoing issues, the following were proposed;

1. Revising the statistical legislation, where appropriate, by incorporating international best practice to guarantee independence of the system and respect for statistical confidentiality and align it to the Africa Statistics Charter.
2. Strengthening and facilitating mechanisms and structures for effective coordination and management of the LNSDS implementation in line with the Regional Reference Strategic Framework and the Strategy for Harmonisation of Statistics in Africa (SHaSA) by inter alia;
  - I. Awareness creation and advocacy for the statistics
  - II. Operationalisation of LNSDS Committees
  - III. Clearly defining Terms of Reference for all NSDS Committees,
  - IV. Empowering (training) Technical and Advocacy Committee members, and
  - V. Reporting progress (NSDS Quarterly Bulletin) and information sharing, And
  - VI. Establishing, and maintaining a website at LISGIS for the NSS.
3. Developing and adopting approaches for monitoring and evaluation that promote the effective implementation of the national development agenda.

#### **2.2.4 Ensuring adoption and consistent use of relevant statistical methods and standards.**

LISGIS and other Ministries and Agencies engaged through Technical Committee and preparatory survey meetings. The meetings enhanced discussions on developing and adopting a coordinated approach to data collection to ensure uniform operational standards in the NSS. However, the compilation of methods and standards, and mechanisms for ensuring compliance and uniformity was not achieved. This was because the national guidelines for the consistent use of statistical techniques by sectors were not developed.

### **Recommendations**

The following recommendations were suggested;

- I. Developing and promoting use of the compendium of statistical concepts, definitions and methodologies,
- II. Establishing national guidelines for the consistent use of statistical techniques by sectors,
- III. Collating and compiling relevant methods and standards for all sectors in the statistics system,
- IV. Incorporating the power vested in the Director General to declare Statistics as 'Official/un official' where methodology is questionable in the revised Act,
- V. Supporting design of databases in the Ministries & Agencies (2014).

### **2.2.5 Developing and managing an efficient approach to information sharing**

Production, dissemination and use of statistics require the necessary physical, statistical and Information Technology (IT) infrastructure. Similarly, for information to be accessible and utilised effectively in planning and programming, it should be shared, and available to all potential users, subject to confidentiality constraints. This makes dissemination a major component in the statistical production chain.

To this end, publication of the annual statistical abstract was achieved as observed from the copies produced in 2010 and 2012. The data access and dissemination policies were also produced. However, the enhanced NSS website was not developed, and the LISGIS website was not activated. The national database platform at LISGIS ("Liberinfo") was also not updated due to manpower and financial constraints. The Liberinfo and Integrated Management System (IMIS) were not linked to the LISGIS website because it was inactive. Overall, data dissemination was limited due to under developed dissemination mechanisms. The users were not satisfied with the trend of data dissemination in the NSS because statistical information was not readily accessible.

Nonetheless, efforts are underway to identify a site to host the LISGIS website upon which the Liberinfo and IMIS will be directly linked with support from the World Bank. LISGIS continues to manually share statistical information with the users. A server was procured to boost the Integrated Management System by UNDP, and training of Ministry and Agency staff on the Liberinfo was organised by UNICEF.

### **Recommendations**

The value of statistics is determined by the extent of its use. From the foregoing, there is need to enhance data processing and dissemination channels. This will increase the visibility and appreciation of LISGIS and related producers of statistics in the NSS. To this end, it was suggested that LISGIS should focus on;

- 1) Promoting effective dissemination, availability and use of data as a central component of the national policy debate and the PRS monitoring and evaluation framework of government in almost all areas,
- 2) Improving the value of data through appropriate packaging, availability, increased access and timely release,
- 3) Continuous training of the Liberinfo users at all levels of government, and
- 4) Developing and implementing a comprehensive infrastructure development strategy.

## 3. Priority Areas

Arising from the scarcity of resources to meet various statistical development obligations, it was prudent for LISGIS, development partners and collaborating Ministries and Agencies to identify priority areas. Accordingly, these were identified as follows;

### **1) Finalisation of the Household Income and Expenditure Survey**

The LISGIS intends to undertake the Household Income and Expenditure Survey to gather information about the spending patterns of people living in Liberia. The data will be used to update the Consumer Price Index (CPI) basket of goods and services.

### **2) Revision of the Statistics Act (2004)**

LISGIS has successfully delivered on its principal function as the producer of official national statistical information. It has supported other data producers to improve their statistical operations. However, duplication in mandates relating to statistics production and inaccessibility to administrative data sources exacerbates the production of conflicting and questionable statistics by other players within the NSS.

This has been aggravated by gaps and weaknesses in the current Act, which is silent on other mandates relating to statistics, the role of other Ministries and Agencies in the NSS, data quality assurance, and adherence to guidelines set by LISGIs. The revision of the Act needs to be fast tracked to facilitate the NSDS II implementation.

### **3) Developing and implementing the NSDS II (2013)**

The NSDS is due for review and update. The revised LNSDS will envision what the National Statistical System intends to do in terms of ensuring greater capacity to provide world class quality statistical information and services. It will provide for a comprehensive capacity building plan and increased availability and access to statistical information.

More Ministries and Agencies will be mainstreamed and key players under the LNSS will define their expected outputs over the five year period through a data mapping exercise. Key areas that will give LISGIS more visibility will include among others effective coordination and management of the LNSS; increased dissemination; availability and access to statistical information; human resource development; and quality statistics etc.

### **4) Streamlining the LNSDS coordination and Management function in the overall LISGIS budget**

LISGIS's coordination and supervision role of national statistical services is enshrined in the Statistics Act of 2004, and needs to be operationalised through the implementation of the NSDS. Coordination of the NSS is central to developing institutional arrangements that enhance effective collaboration across producers and Users of statistics in the NSS. It will help in the adoption of national and international best practices, standards and methods, and the avoidance of duplication and incomparable statistics.

### **5) Designing and implementing a capacity development strategy (2014-19)**

LNSS is greatly constrained in terms of inadequate skilled manpower across Ministries and Agencies. To this end, LISGIS in collaboration with other key players plan to develop and implement the capacity building plan in a pragmatic and phased manner.

There is overwhelming interest from development partners to support the manpower training and development to; manage and maintain the Liberinfo, data processing and analysis, and GIS. However, financial support will be guided by the capacity development plan over the period.

### **6) Strengthening systems to increase availability and access to statistical information (2014-19)**

Management of data is a key component of statistical production. It includes processing, analysis, dissemination and storage of data. This varies across the different players in the LNSS. While some are fairly advanced such as the Ministries of Health and Education, the Central Bank of Liberia, others show a lack of capacity gaps. However, ensuring its availability, access and use is paramount.

LISGIS plans to re-engineer its systems by developing and implementing a comprehensive infrastructure development strategy so as to increase processing, and access to statistical information. This will also involve supporting the design of databases in the Ministries & Agencies that do not have any databases.

### **7) Strengthening the uniformity of standards and ensuring production of quality data.**

The proliferation of data producers calls for standards to enable harmonisation and comparability of data across the LNSS. This will involve promoting best practices, harmonizing concepts, definitions, use of common standards and formats, and methods in the LNSS, and ensuring compliance to set standards.



## 4. Action Plan

The timeline mapped to the respective objectives and activities is highlighted below;

Objective	Priority actions	Timeline
Objective 1	Finalisation of the Household Income and expenditure Survey	2013
	Aligning the NSDS to the M&E Framework of PRS	2013
Objective 2	Designing and implementing a comprehensive capacity building strategy;	
	<ul style="list-style-type: none"> <li>• Developing and implementation of a training plan for the LNSS.</li> </ul>	2013-14
	<ul style="list-style-type: none"> <li>• Operationalising the In-service training centre by;                             <ol style="list-style-type: none"> <li>undertaking the training needs assessment,</li> <li>Developing the curriculum, and</li> <li>training the potential beneficiaries.</li> </ol> </li> </ul>	2013 -2018
	<ul style="list-style-type: none"> <li>• Finalising the MoU with the respective Universities to rollout the Degree Course in Statistics</li> </ul>	2014
	<ul style="list-style-type: none"> <li>• Hiring resource persons from International Universities to enhance the trainers as visiting lecturers for the BA Statistics, to complement the qualified LISGIS staff;</li> </ul>	2014 – 2019
Objective 3	Developing and implementing the NSDS II	2013
	Revising of the Statistics Act (2004)	2013-14
	Streamlining and implementing the LNSDS coordination and Management function in the overall LISGIS budget	2013-14
Objective 4	Strengthening the uniformity of standards (development, adoption and compliance) and ensuring production of quality data.	2014 – 2019
Objective 5	Strengthening data processing, analysis, and analytical report writing.	2013 – 14
	Strengthening dissemination systems to increase availability and access to statistical information.	2013-14
	Supporting design of databases in the Ministries & Departments under the NSDS framework.	2014
	Agencies without any Statistical information	

## 5. Financing Strategy

LISGIS relies on government and Development Partner's support for its recurrent and capital expenditure to support work towards its vision. The LNSDS has enabled LISGIS to have a clear strategic direction. It facilitated the LISGIS to define its objectives, and prioritised activities to enhance statistics production following the circumstances that befell the country. LISGIS and its key stakeholders under the LNSDS are aware of the need to attract, manage and retain competent staff and deliver on the core outputs to support the government PRS and monitoring framework. However, the success of LISGIS and its execution of the LNSDS will be determined by its ability to create and sustain the availability and access to quality statistics, as well as its effective coordination and management of the LNSS.

LISGIS has an adequate administrative and financial infrastructure to manage the resources. It will continue to use the existing financial systems for monitoring its income and expenditure. The current NSDS budget was supported by the Government of Liberia and Development Partners as shown in table 2, 3 and 4. The funding was geared towards; census and Survey undertakings, training, administrative requirements and data processing. The NSDS coordination and harmonisation, as well as dissemination received minimal support. This partially explains the limited visibility of LISGIS and the rest of the NSS.

**Table 2 Financial Government of Limited support to LISGIS for FY 2006-2013**

PROGRAMS	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	TOTAL COST
CENSUS	152,161	500,000	2,175,000	687,857	331,909	86,080	85,880	<b>4,018,887</b>
SURVEY	-	-	208,737	356,694	327,871	975,442	75,000	<b>1,943,744</b>
DECENTRALIZATION	-	-	908,140	575,416	1,216,779	605,179	628,177	<b>3,933,691</b>
ADMINISTRATION & MANAGEMENT	313,639	1,181,860	1,087,723	2,243,382	1,302,966	1,532,130	1,124,397	<b>8,786,097</b>
PROJECTS	-	-	-	-	-	-	1,100,000	<b>1,100,000</b>
<b>TOTAL</b>	<b>465,800</b>	<b>1,681,860</b>	<b>4,379,600</b>	<b>3,863,349</b>	<b>3,179,525</b>	<b>3,198,831</b>	<b>3,013,454</b>	<b>19,782,419</b>

**Table 3 Financial Government of Limited support to LISGIS for FY 2006-2013**

PROGRAMS	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	TOTAL COST
MOL	-	-	-	-	107,620	-	-	107,620
UNFPA	275,201.90	1,204,462	1,612,016	615,000	1,296,000	189,254	183,310	5,375,244
EU/EC/ & UNDP	-	306,075.00	100,000	75,000	70,000	-	-	551,075
UNMIL IN KIND	-	-	200,000	13,855	-	-	-	213,855
PARIS 21	-	-	127,600	-	-	-	-	127,600
UNICEF	-	-	186,678	43,100	31,410	93,650	506,995	861,833
AFDP	-	-	-	6,000	219,000	-	-	225,000
USAID	-	205,651	-	300,000	-	-	548,575	1,054,226
ILO	-	-	-	284,800	-	-	-	284,800
WFP	-	-	-	-	-	35,908	46,680	82,588
BOSTON UNIVERSITY	-	-	-	-	-	59,248	-	59,248
UNESCO	-	-	-	-	-	-	22,724	22,724
FAO	-	-	-	-	-	-	15,000	15,000
WORLD BANK	-	-	-	-	-	-	110,000	110,000
GLOBAL FUND/MOH	-	-	-	-	-	-	500,000	500,000
<b>TOTAL</b>	<b>275,201.90</b>	<b>1,716,188</b>	<b>2,226,294</b>	<b>1,337,755</b>	<b>1,724,030</b>	<b>378,060</b>	<b>1,933,284</b>	<b>9,483,193</b>

**Table 4 Grand Total GOL & DONORS**

PROGRAMS	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	TOTAL COST
<b>GRAND TOTAL GOL &amp; DONORS</b>	<b>741,001.90</b>	<b>3,398,048</b>	<b>6,605,894</b>	<b>5,201,104</b>	<b>4,903,555</b>	<b>3,576,891</b>	<b>4,946,738</b>	<b>29,373,232</b>

Overall, the funding towards statistical development in LISGIS has been increasing consistently from the government and donors over the years. There was however, a slight reduction by about 185,377m on the GoL support in the year 2012. In this respect, better planning and need for prioritisation is critical for the next period.

### Future funding for the LNSDS

LISGIS will in the next NSDS (2014-19) focus on regular Surveys, Population and Housing Censuses (PHC) (next PHC, 2018), capacity building (human, IT and Physical Infrastructure), the NSDS Coordination and harmonisation of activities, and effective monitoring and evaluation of development programmes. The NSDS Secretariat will access approximately (USD 6000) from the recurrent budget this financial year (2012). However, an effort will be made to integrate the NSS Coordination and management budget in the Monitoring and Evaluation budget support.

To this end, statistical development in Liberia will be supported by government and development partners. The Government of Liberia and selected Development Partners are committed to support Statistical development as follows;

**i. Government of Liberia (GoL)**

LISGIS annual GoL subvention is at USD 1.9 million from USD 3.5 million, towards the re-current budget. It is expected to remain the same at USD 1.9 million next financial year. However, because of the increased responsibility assigned to LISGIS towards PRS Monitoring and Evaluation, it is expected that the LISGIS project budget will increase from USD 1.1 million to about USD 5.0 million, which will include the cost of conducting the household income and expenditure survey.

**ii. UNICEF**

UNICEF expressed commitment to support the;

- i. Update and training of the Liberinfo.
- ii. Design and monitoring use of standard tools and techniques in statistics,
- iii. Training: In-service and Bachelor's Degree at University particularly for qualified Middle level and a new generation of statisticians which will be undertaken in collaboration with the Universities.

**iii. UNFPA**

- i. Strengthening of systems for production and dissemination internationally comparable statistics/ indicators.
- ii. Quality Assurance (UNFPA – 2013).
- iii. Strengthening statistical capacity at sub national level (training, 2014- onwards).
- iv. Support towards the Liberia Demographic Survey.
- v. The Integrated Management Information System
- vi. Provision of IT infrastructure – Computers, Server, and UPS to facilitate data processing and the IMIS.

**iv. World Bank/SIDA**

The World Bank will continue to support;

- I. The household Income and Expenditure Survey,
- II. Hosting of the LISGIS Website,
- III. NSDS II review and update,
- IV. Development of a comprehensive capacity building strategy, and
- V. Staff Training.

## 6. References

1. The Liberia National Strategy for the Development Strategy (2008-2012)
2. The LNSDS Mid Term Review Report (January 2011)
3. Minutes LNSDS Technical Committee
4. The LISGIS Statistics Act (2004)
5. The PARIS21
  - i. National Strategy for the Development of Statistics Documentation, 2004 Version, Paris, France
  - ii. Better Statistics for Better Policies and Development Outcomes, Paris, France, 2006b (Flyer)
  - iii. Counting Down Poverty: The role of statistics in world development, Paris, France, 2006c
6. World Bank - Marrakech Action Plan for Statistics: Better Data for Better Results – An Action Plan for Improving Development Statistics, presented to the Second Roundtable on Managing for Development Results, Marrakech, Morocco, February 2004
7. Africa Statistics Charter
8. Strategy for Harmonisation of Statistics for Africa.

## 7. List of Participants

1.	Dr. T. Edward Liberty	Director General, LISGIS
2.	Mr. Robert Towel	NSDS Co-ordinator
3.	Mr. Aloysius C. Heagbetu	LISGIS
4.	Ms. Faizah Samat	M&E Officer, UNICEF
5.	Mr. J. Kwia Wilson	LISGIS
6.	Mr. Hyndis Sleweon	LISGIS
7.	Mr. Joseph W. Nyan	LISGIS
8.	Mr. Jim K. Tokpah	UNFPA National Programme Officer
9.	Mr. Vinton Rudr-	Stat Dept (Econ Stat)
10.	Mr. Francis Wreh	LISGIS
11.	Mr. Isam Taha	UNFPA Programme Co-ordinator
12.	Ms. Jariya Hoffman	World Bank, Senior Economist
13.	Ms. Vabbah Varpilah	LISGIS
14.	Mr. Greg Bedel	CSA
15.	Ms. Justine M Duopu	Ministry of Transport
16.	Mr. Boima Kiadi	Ministry of Finance
17.	Mr. David Chieh, Jr	Ministry of Finance
18.	Mr. Jefferson Kambo	Central Bank of Liberia
19.	Mr. Dominique D. Guilders Sleeves	IPS/UL
20.	Mr. Lowel Wesley	MoCI
21.	Ms. E. Sonie Zubal	LWSC
22.	Mr. Clarence M Mommor	LWSC
23.	Mr. Moses K Yebbeh	BIN
24.	Ms. Precious Buxtor	EC
25.	Mr. Baysah D. Acquir	MPEA
26.	Mr. Johnny W. Jackson	MPW
27.	Mr. Patrick T. Kenyor	MoL
28.	Mr. Elijah S. Ganty	LRRRC
29.	Mr. S. Barbah Kabah	Ministry of Transport





---

Liberia Institute of Statistics and Geo-Information Services (LISGIS)  
Statistics House  
Tubman Boulevard, Sinkor  
P.O. Box 629  
Monrovia-Liberia

**Website: [www.lisgis.org](http://www.lisgis.org)**