

*MANAGEMENT INFORMATION SYSTEM  
FOR STATISTICAL TRAINING -  
MIS\_ST  
  
HANDBOOK*

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*This **handbook** is the core part of a Management Information System for Statistical Training (MIS-ST).*

*The MIS-ST toolbox is composed of*

- *the handbook,*
- *the ASTRA database (an Access application - input) and*
- *7 types of assessment reports (output).*

*The handbook provides step-by-step guidance for each step leading to the definition of training demands via data collection (training needs), analysis, revision and decision making based on compiled assessment reports. It provides guidance for the use of ASTRA, the MIS-ST supporting database, but goes beyond the database functionalities to assist the whole decision making and analysis process including specifically the analysis process of the assessment reports, leading for example to a consolidated training plan for institution 1 for year N or to a request for the next national training budget or to a funding request to a specific donor, etc.*

*Intended users and actors within the MIS-ST are the National Statistical Institutes(NSI) and all producers of official statistics within the National Statistical Systems (NSS), Statistical Training Centers/Providers (STC), regional organizations and bilateral and multilateral donors active in statistical capacity building including statistical training.*

*The MIS-ST and its tools are still in their development phase and need to be run through a pilot phase with a number of partners – of which the experiences and feedbacks need to be integrated into the system. Only then the toolbox and its components will be ready for final use and large implementation. This concerns also very much this handbook.*

## *Statistical Training as part of the Capacity Building processes of African NSS*

A number of initiatives have been set up to support the development of national statistical systems in Africa. Since the early years 2000 we are explicitly talking about **statistical capacity building** meaning that the whole statistical system is taken into account based on a sound development strategy and an implementation plan in its country development framework.

As the Addis Plan of Action for Statistical Development in Africa in the 1990s, the Marrakesh Action Plan for Statistics (2004)<sup>1</sup> is today still the common reference (as reconfirmed by the Third international round table on Managing for Development results in Hanoi 2/2007) for African countries and donors for the development of the African National Statistical Systems in accordance with national, regional and international needs based on a result oriented development approach.

Today National Statistical Development Strategies (NSDS) or any other national strategy programmes and action plans that cover the development of the National Statistical Systems are THE core reference for statistical capacity building.

It is around their elaboration and their implementation that capacity building interventions are structured.

Many actors at various levels intervene in this area:

At **national level**, in addition to national governments, the key actors are National Statistical Institutes, line Ministries producing official statistics and in the ideal case also the users (whereas users may sometimes also be producers and donors may sometimes also be users...).

At **regional level**, African actors like Afristat play an eminent role to assist statistical capacity building in Africa. Regional organisations like the SADC secretariat or ECOWAS are active too.

At **sub-regional level** major African operators are the UNECA (African Centre for Statistics and STATCOM Africa) and the AFDB – which coordinate the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (PRSF).

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<sup>1</sup> The global plan for statistics = Marrakesh Action Plan for Statistics (2004) consists of six actions: **A first set of three addressing national needs:** 1. Mainstream strategic planning of statistical systems and prepare national strategies for the development of statistics (NSDS) for all low-income countries by 2006; 2. Begin preparations for the 2010 census round; 3. Increase financing for statistical capacity building. **A second set of actions addressing international responsibilities:** 4. Set up an International Household Survey Network; 5. Undertake urgent improvements needed for monitoring the MDG; 6. Increase accountability of the international statistical system. ([web.worldbank.org/WBSITE/EXTYERNA/DATASTATISTICS](http://web.worldbank.org/WBSITE/EXTYERNA/DATASTATISTICS))

At **bilateral level**, a number of European Member States but also Research Institutes, civil society organisations and others than DAC countries are active.

At **international level** operate donors such as the UN agencies, the World Bank, the IMF, OECD, Paris 21 and the European Commission.

Since 2005 more than 100 countries, almost 30 international organisations and a dozen of NGO have signed the Paris Declaration on aid effectiveness. This declaration is governed by 5 principals: appropriation, alignment to national development strategies, harmonization of donors' action, a management aimed at results and mutual responsibility for the results by donors and partner countries. Aid effectiveness has become a common commitment of donor and partner countries and the declaration defines the way towards that effectiveness. First experiences show that signature countries take this commitment seriously.

As for the Statistical Capacity Building (SCB) initiatives in Africa, a number of initiatives are launched too for statistical training. Most of them by the same actors that are active in SCB too as training is an integral part of SCB. Some are acting more globally, others in sector fields, again others as part of sector statistics projects/programmes.

As for Statistical Capacity Building in general the effectiveness of statistical training and of support to statistical training and its effects on statistical capacity building is not an isolated matter. It depends also on the factors that influence the effectiveness of the capacity building initiatives and the global development of the countries.

In this context, the development of a management system is meant first to **support** and second to **contribute** to the global Statistical Capacity Building processes. To support because it is supposed to be used as an assessment and monitoring tool by the NSS for a proper identification of training needs and demands – but also as an information tool for training providers, regional organisations and donors. To contribute because the system is designed aiming at building sustainable capacities within the NSS to enable the statistical institutions to maintain the newly build linkages on a regular basis.

# 1 Why a MIS-ST?

Eurostat, the Statistical Office of the European Communities, has initialized the development of a Management Information System on Statistical Training (MIS-ST) to “make training for statistics in ACP (Africa, Caribbean and Pacific) countries more effective through improved analytic, quantitative information on

- The demand of National Statistics Systems for different types of statistics-related training
- The demand from all sources for the services of statistics-related training providers
- The provision (supply) of statistics training. ”

The driving reason for the decision to make such kind of a management tool available was the fact that active experience in statistical development and training over years, exchange with countries and evaluations have shown that there is redundant difficulty to identify and monitor systematically the needs and the demands for statistics related training of all sorts at the level of the NSI. Henceforth there is a difficulty too from the provider’s side to adapt appropriately to the needs and demand originating from official statistics.

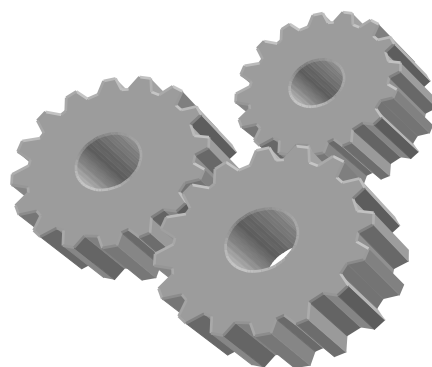
This tool finds its place in the framework of the statistical capacity building initiatives undergone by the African Countries and their international partners and the ongoing elaboration of NSDS or other strategic development planning for National Statistical Systems in developing countries.

The MIS-ST is a contribution to a country driven and country owned management of statistical capacity building processes focusing statistical training. It intends to link all actors (NSI/NSS, Statistical Training Institutions, regional organisations and donors) concerned into a process that starts from the demand side with statistical producing units, aggregates the demand on each level of the NSS hierarchy and ends with the supply side, giving the opportunity to all to bring in their views from their very specific perspectives and roles. It is intended to be a practical contribution to the statistical capacity building initiatives and the implementation of NSDS.

## 2 What is the MIS-ST?

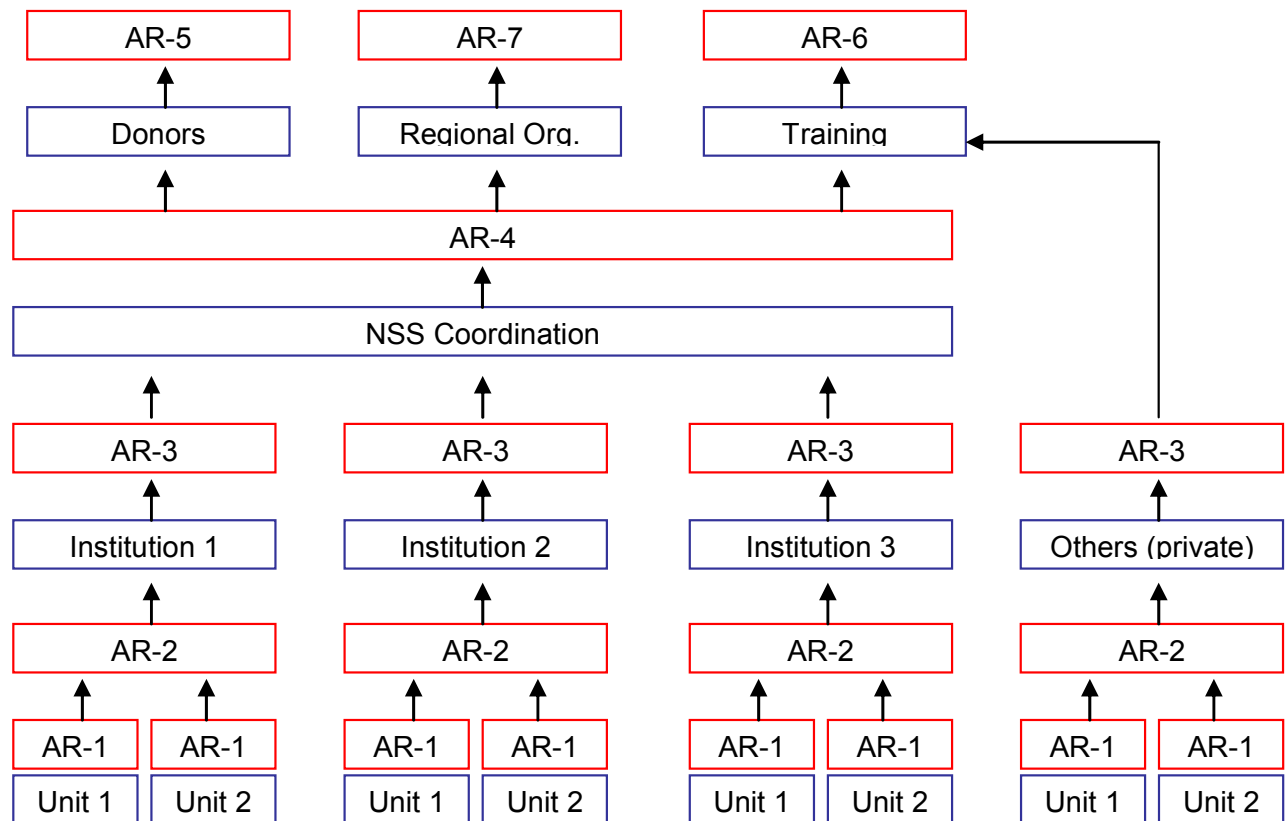
- *The MIS-ST is a tool that facilitates and organises systematically decision making processes linked to statistics related training needs/demands within the NSS. It provides a sound basis of information for decision making, not the decision as such. The main users here are institutional data producers of the NSS mainly the NSI. The basic reference unit is the statistical production unit. The NSI is the lead manager of the system.*
- *The MIS-ST is a tool that informs Statistical Training Centres - training providers - on the training needs/demands of their major clients, the NSS (data producers of official statistics) and allows them to improve their response to the needs and the demand and to plan their training capacities over time (long-term basic and short term, on-the-job, specific). They may also use the system to identify statistics related training needs/demands from the private sector.*
- *The MIS-ST is a tool that informs regional organisations on the training needs/demands of the NSS of their region. The assessment report addressed to them allows for their comments and/or identification of training needs at their level.*
- *The MIS-ST is a tool that informs donors on the training needs/demands of the NSS (national/regional) including information on national or external funding of training needs/demands. The assessment report which is addressed to them allows for their comments and/or identification of training at their level related to statistical capacity requirements for their own project monitoring and evaluation of development results..*

The MIS-ST is a **toolbox** which contains three tools



- The **assessment reports** are information and decision making tools including the possibility/obligation for comments and motivation or identification of own/additional training needs.
- The **database**, basically considered as an input tool, generates the assessment reports and leads through the decision making process.
- The **handbook** describes the MIS-ST system and provides instruction for the decision making process and leads mainly through the workflow. It refers specifically (where indicated) to other sources/references (action plans, NSDS, GDDS, regional programmes, national policies, PRSP, international obligations, donor financing , etc....) that need to be integrated into the process .

### 3 The structure of MIS-ST



AR= Assessment report

*All levels have in principle decision making competence for their own needs. However in this framework only levels 1 and 2 prioritize needs and decide on demands within the system. Prioritization will be made either by attributing priority points 1, 2 or 3 (at the production unit level) or by allocating (at NSI/production institution or NSS level) parts of the available institutional training budget in % to the different identified needs. For level three there might not always be the competence for decision making at the NSS level. In this case the NSI provides comments and orientation. At level 4 specific information for each type of user is provided from the NSS, the user may provide comment/additional information or express own training needs. Training centres use the information to potentially adapt their curricula and to plan for future.*



## 4 The concept of MIS-ST

The MIS-ST is developed **result orientated – with a bottom-up flow of information**.

A number of seven (7) Assessment Reports for different decision making or information levels has been defined of which the content shall be generated by the database system which leads through the different steps of the decision making processes from the collection of information to the decision making (or prioritisation), etc.

This handbook guides the whole process step by step, attracting attention to references to be integrated into the process.

The system is **motivation led** – this means that the statistical activity (survey, census, etc.) is the key reference to which the training need/demand is linked. The key element at the information level is the statistical production unit. Basic information is provided at that level. The production unit may be at the NSI or in any other data producing institution within the NSS. Private institutions may use the same functionalities of the system (database) if so requested.

*To not overload the input process the number of statistical activities for each unit and the number of training per activity should be **limited to the three most important**. The number of years to plan is limited to three.* The number of detail information (needed for the different assessment reports as defined actually) would overload the input phase into the database (or paper questionnaires) if 5 years were to be considered.

The MIS-ST is conceived so as to allow countries at any stage of development of their NSDS to use it, with or without NSDS. The MIS-ST may even allow contributing to actively structure the training plan linked to the NSDS or any other planning or development strategy put in place at the country level or at the regional level.

## 5 Users of MIS-ST = actors

Main<sup>2</sup> intended users are: The NSI/NSS, Statistical training providers, Regional organizations and donors. All users may have an active role in contributing to the process supported by the MIS-ST.

### **Lead actor: the NSI (coordinator of the NSS)**

The process through the MIS-ST is managed by the National Statistical Institutes. Preferably located within the responsibility of the Human Resources Manager or any other relevant

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<sup>2</sup> The structure of the tool allows also to integrate information on needs/demand from other users of Statistical Training Centers for example the private sector or other public sector users

management function that oversees the activities of the NSI (including the NSDS), the human resources, budgetary issues but also has relevant knowledge of and sufficient handling freedom towards other producers within the NSS to make sure that at the end the decision making process on needs and demands for statistical training are available at the level of the NSS.

The whole process is run under the responsibility of the NSI. The NSI coordinates the NSS input (sends questionnaires -or directly through the database- to the NSS actors) and is responsible for the production of the NSS assessment report which is the basis for the assessment reports addressed to regional organisations, Statistical Training centres and donors..

The NSI coordinates with the other users/actors and discusses with each of them the kind of output they wish to receive.

### **The Statistical Training Centres (STC)**

In Africa, regional or national Statistical Training Centres are the natural correspondents of the NSS for complying with their training demand. This might concern long-term initial training or short-term specialized training, assistance to establishing in-house training, or any other reply to the needs and demands of the NSS. The assessment reports from the NSS at national or compiled at regional or at sub-regional levels are the information basis for STC. STC are requested to actively provide their feed-back (the functionalities of the AR allow free text feedback). The AR shall be used as a sound basis for exchange with the NSI leading to a regular and systematic communication process on statistical training between the demand side and the provider side. The STC may also use the system to identify the training demands of other public and private users (install the system including the database at their level too). It may contribute substantially to elaborate their strategic development plans, to adapt their training activities to the needs of official statistics and to define requests for donor support in the framework of statistical capacity building – justified by the well identified demand of their users.

### **Regional Organizations**

Regional Organizations such as UEMOA, ECOWAS, SADC, COMESA, CEMAC, or the East African Community but also Afristat play a role in official statistics in Africa – although they have more or less different roles and objectives all of them are active in harmonization and statistical capacity building processes. The production of National Statistical Systems is closely linked to commitments at the regional level.

The assessment reports from the NSS of their member States shall be analyzed by them. Regional Organizations are requested to actively provide their feed-back (the functionalities

of the AR allow free text feedback). They shall identify and analyze additional training needs and demands at the regional level to complete the picture. They are certainly best placed to compile NSS assessment reports at the regional level for own regional analysis. They may also be best placed to provide regional STC with aggregated regional information on the training demand.

## **Donors**

All multilateral and bilateral donors active in statistical capacity building are also active in statistical training. They need clear information on training needs/demands from the NSS substantially linked back to their statistical activities and their NSDS (or similar). This favours donor coordination with a direct and coordinated guidance from the country level.

Donors may need to have the final assessment reports at the NSS levels (either national either aggregated at regional or sub-regional level – to be discussed) including the feedbacks and additional information from STC, regional organizations and may be other donors. They analyze the reports and use them to prepare/coordinate their assistance programmes to statistics capacity building and training.

## **6 Monitoring the MIS-ST initiative<sup>3</sup>**

*The implementation of the MIS-ST initiative shall be monitored closely by two or three bodies. Although the tool shall substantially be in the hands of each NSI there is a need for follow-up of the whole initiative at a more central level (either regional or sub-regional).*

*This is not only the case for the initial test and pilot phases and the initial set up in the countries (which certainly need additional accompanying measures) but also once the exercise is running in all countries that wish to run it.*

*Ad hoc assistance, follow-up, regular analysis at regional/sub-regional levels of the information but also of the effects, regular exchange between the involved actors will need to be ensured.*

*May be the ownership of the toolbox shall be with an appropriate regional or sub-regional body.*

*Given the number of initiatives and actors already involved in statistical capacity building in Africa and seen that statistical training is substantially part of statistical capacity building processes and initiatives, it makes sense to incorporate the monitoring of the MIS-ST the appropriate level in the existing mechanisms.*

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<sup>3</sup> This paragraph is made in the form of a remark or proposal – the set-up needs to be discussed and agreed with the actors and the final set-up needs to be integrated into the handbook with its operational effects – replacing this paragraph.

## 7 How to initiate the process in a country?

Whatever implementation set-up agreed among all actors the departure level of the system will be at the NSI. The NSI is the main actor.

The assumption is that the management of a given NSI (probably even more appropriate the body dealing with the NSS as a whole such as the Statistical Council for example, if any) has agreed to use the MIS-ST. It is also decided to entrust the Human Resources Manager with the responsibility to manage the system.

### ***You are the Human Resources Manager!***

*The assumption is that you have received an introduction to the system at regional or sub-regional level or/and an individual one to be able to run the process and to assist your colleagues. You have also received the complete toolbox with the handbook, the ASTRA database and the template assessment reports. The Database is installed on your computer (or a computer in your unit).*

## 8 Guiding your first steps

Take the handbook and find out if there is a proposal on steps to be undertaken that suit your working environment.

The handbook will -after this section- guide you in further detail through the process. In the last part, you will find a detailed description of the ASTRA database. For a quick overview, please refer to the appendix: “At a Glance: The Management Information System on Statistical Training – MIS-ST”, it will potentially help you to organise the sensitisation and first information meetings.

Here are some additional proposals to take as an indication<sup>4</sup> for your first steps only:

<b><i>Initiate the process with the production units of the NSI</i></b>
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1. Identify the NSI production units that need to go through the MIS-ST process at the unit input level
2. Identify the person habilitated for decision making for the unit (mainly the head of unit) to take over responsibility for the process at the unit level. His/her direct involvement is needed. He/she might decide on a reference person in his/her unit for taking over the material process.
3. Organise a sensitisation and information meeting -may be together with your hierarchy- with these persons to convince them about the utility of the tool for them and the activities of their unit and the NSI. Discuss and decide together with them on the implementation of the process and the tool: Installation of the database, time table, introduction and assistance needed, etc.
4. Have separate meetings with the units and persons involved if needed.

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<sup>4</sup> This part of the handbook needs certainly to be adapted during the pilotphase and with experience

5. Summarize findings of these discussions to an action plan with a timetable that clearly describes what everybody has to do when and what kind of assistance he can expect from you and or any other person (ex. Installation of the database, use of the database ) .
6. Make sure the action plan is quickly agreed (appropriation of the process at the units level is a prerequisite – they need to find out that it leads to fulfilling their own needs)
7. Put the action plan in place as agreed – follow-it up closely. Define a helpdesk at your level for assistance to the units during the execution period.
8. Take the handbook (points 2 and 3) as a reference then to guide you through the process

<i>Initiate the process with the production units at the NSS level</i>
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Here an additional assumption is that the way to the other NSS production units (line Ministries) is cleared at the political level. If not you shall discuss with your hierarchy (Director General) to find the best way to get the other NSS producing members “on board”.

May be proposing a high level meeting with the NSS members for sensitisation and information to open up the process may be a good solution. They need to be convinced about the utility of the tool for them and the activities of their production unit(s) and the NSS before the “execution phase” starts.

Once this step is taken the steps to initiate the process may then be taken as for the NIS production units – as proposed above.

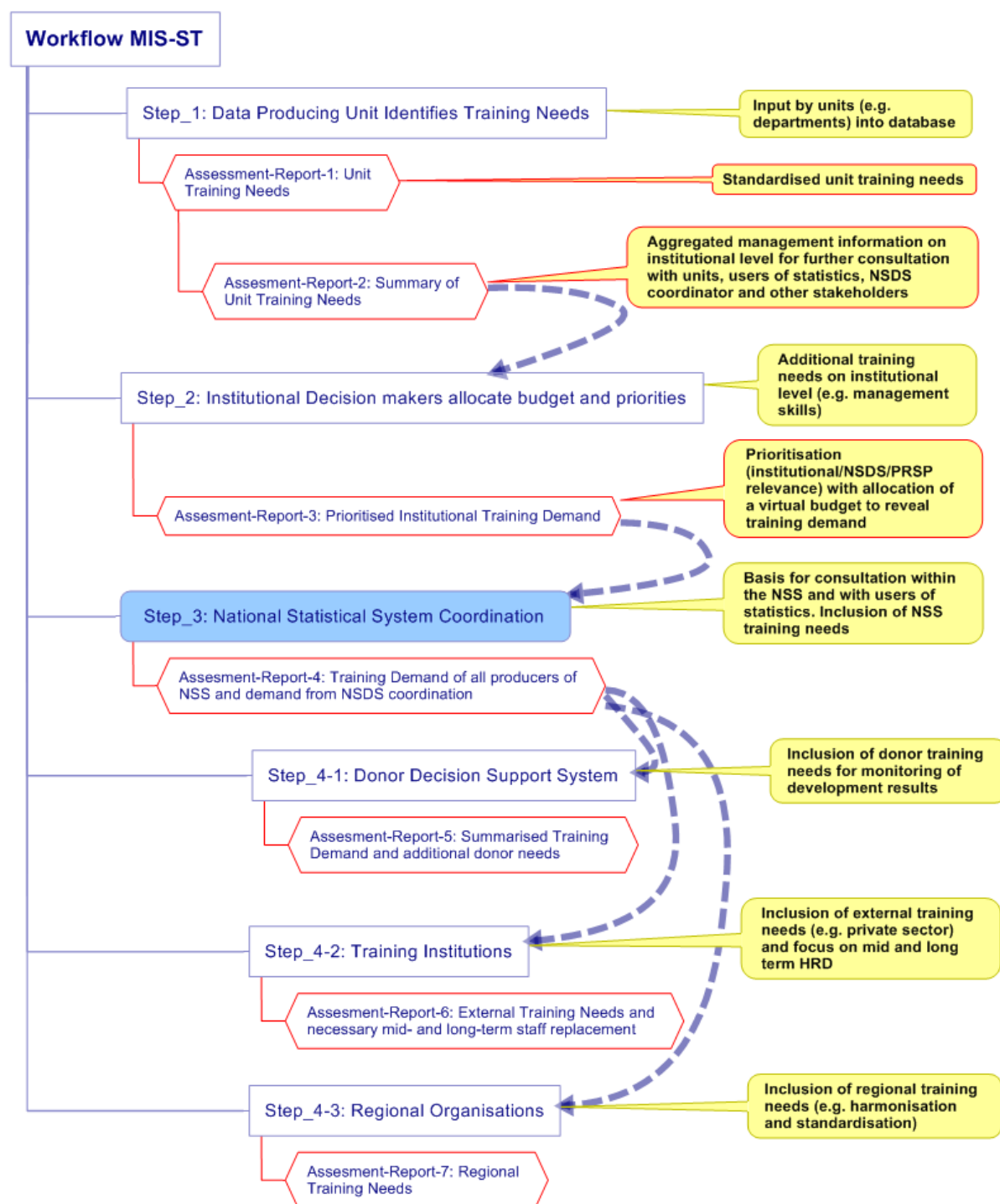
A certain coordination of the implementation plans/calendars/deadlines between the units of the NSI and the other external production units for the information collection phase may also make your life easier once to come to the next steps of the process after the information collection phase.

**‘Appropriation’** of the process and **“participation”** in the definition of the set up of the process may make your role easier. Do not forget to provide feed-back to the units concerning the further evolution of the information and the outcome/decision. They need to see the effect on their work at some point otherwise they will not see the interest to continue on a sustainable basis to provide the information/update the database.

<i>Just one recommendation</i>
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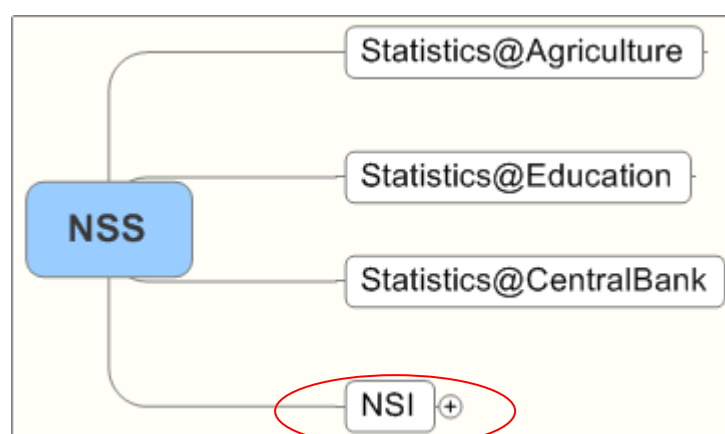
<i>Do systematise the process – but do not overburden with formalities and administration and hierarchical structuring. The tool is not heavy to put in place – no need to have many people working on that - one exercise of the pure information collection process at the unit level shall be undertaken in a short period - 2 weeks to 1 month maximum.</i>
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## Workflow Overview



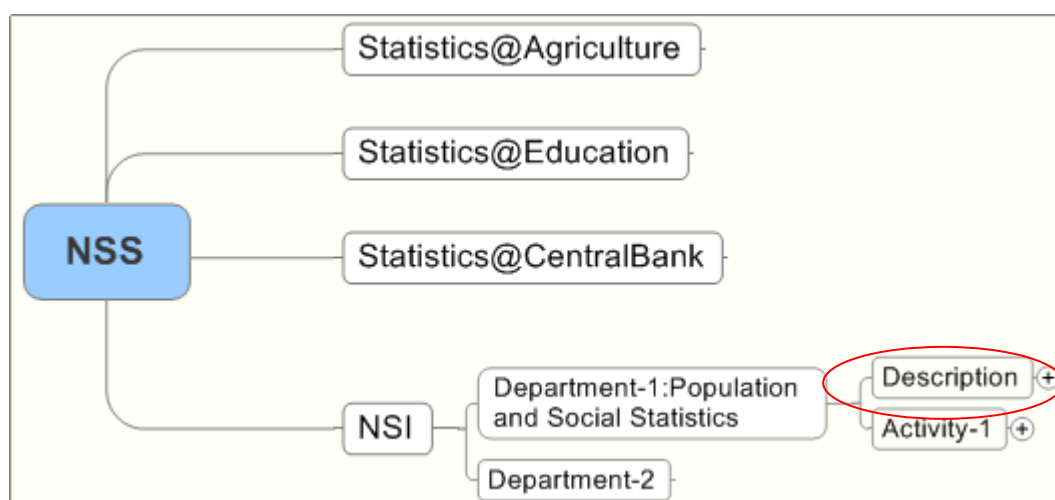
## 9 Step 1: Identifying Data Production Unit's Training Needs

The Management Information System should provide an overview of the current state of each statistical unit, its strength and weaknesses, future activities and the training needs related to these activities. To cover the National Statistical System in general, statistical units in all data producing agencies of the NSS should deliver their specific needs for statistical training.



*The National Statistical Institute (NSI) as one of the main institutions of the NSS*

In the first step, each data producing unit - e.g. a department of a NSI or the statistical unit of a ministry – provides details describing the unit and the main activities for the next years. The main activities of each unit will determine the training needs for each year reported.

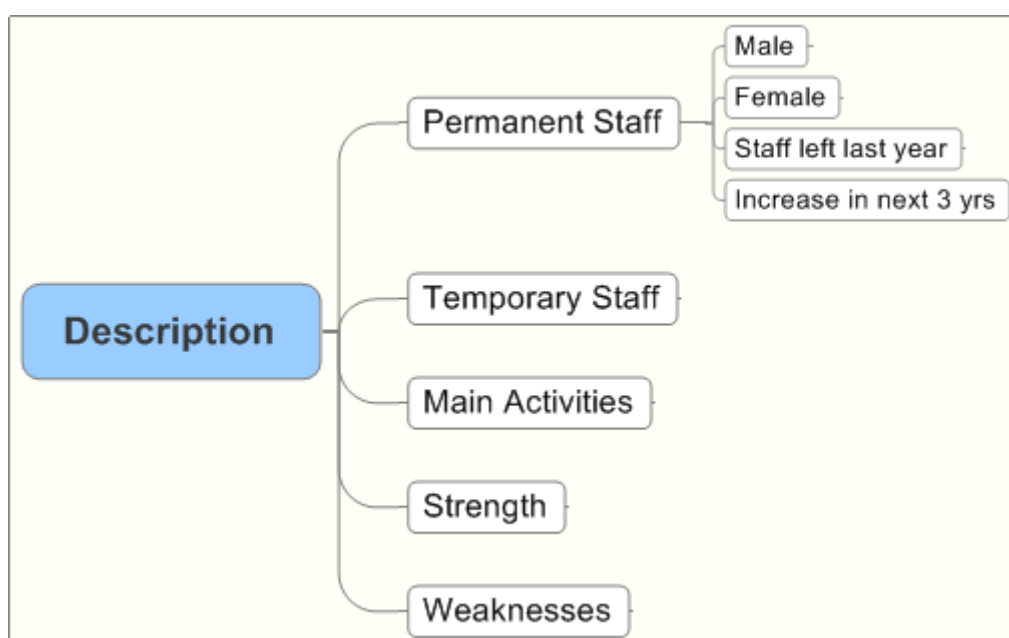


In particular, the number of staff of the statistical unit, the number of individuals who left the unit and an estimation of new staff required within the next three years will contribute to the assessment of mid- and long-term training needs. Long term strategies as defined

in the NSDS should correspond on the operational level with mid and long term developments in human resources development and recruitment opportunities of statistical units.

The description of each unit includes the main activities planned for the next 5 years which will provide text-based information of the mid-term capacity building needs for training suppliers in later aggregated assessment reports. Furthermore, the description of activities is - within the tool's motivation-led concept – the basis for definition of training needs linked to each activity.

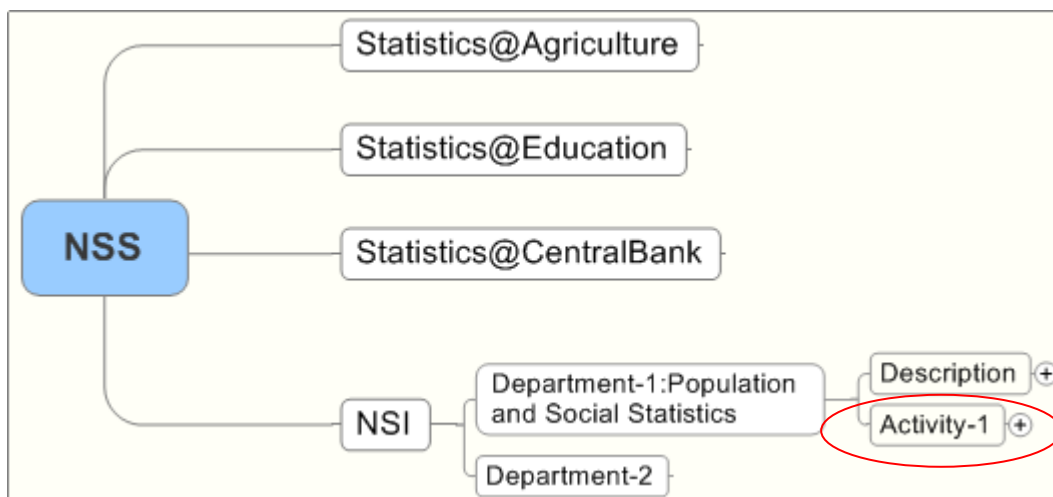
To provide a complete picture, a self-assessment of the unit's strengths and weaknesses is requested and should give important hints for the adjustment of training needs on the institutional level and furthermore indicators for necessary institutional change.



The necessary data entry into the database ASTRA is explained later in this handbook..

In addition to these descriptive details, each unit identifies the three main activities for each of the following three years and defines the three main training modules, which are necessary to carry out the department's duties. The activities and trainings are not pre-defined to cover a broad range of optional answers. Analysis will be necessary in later stages of the assessment report to aggregate the training needs of different departments. The number of years covered is limited to three. The number of activities and main trainings should be limited also to the three most important to reduce the level of complexity. It is unlikely that an increase will contribute significantly to a better assessment of training needs.



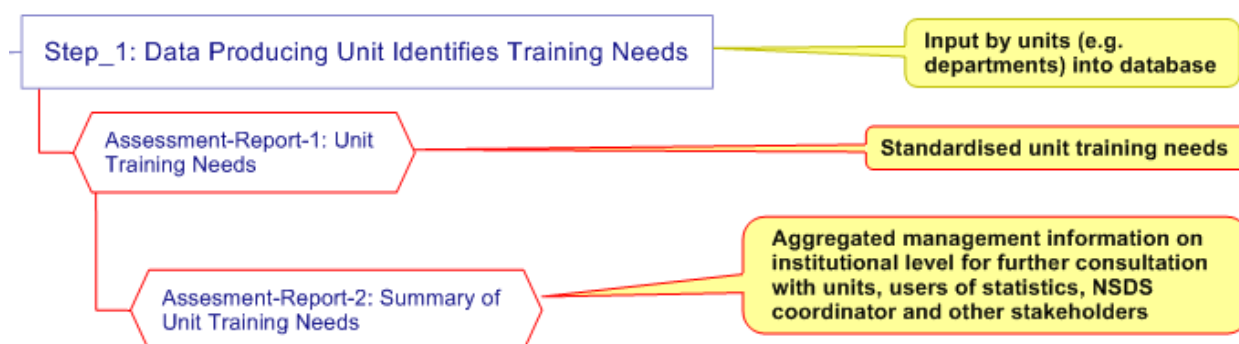


To assess the estimated training needs of the respective statistical unit additional data to define the type and scope of necessary training will be collected. The number of persons to be trained each year, the number of training days, subject of training, whether it will be external or in-house training and the level of priority for the statistical unit in the specific year will be collected for each training.



The data entry user interface of the database ASTRA allows a motivation led identification of training needs linked to the main activities of the data production unit.

All input data and descriptive text will be included in the database to be available for the relevant assessment reports.



The database will produce the first-level Assessment-Report-1 (AR-1) for the statistical unit's training needs.

A second Assesment-Report-2 (AR-2) will provide a summary of aggregated training needs of all units. The report will be the basis for the assessment of the institution's training demand.

It should be reconsidered here that the assessment reports do not provide a automatic generated decision. The output is rather an improvement of informed decision making, and the information are complementary to other stakeholder consultations or the strategies defined in the NSDS. Expressed strenght, weaknesses and other comments as well as the revealed staff recruitment should be taken into account carefully while defining the training priorities.

The following examples will give an example of generated assessment reports AR-1 and AR-2. Data provided in the examples are fictional and only for illustration. The first assessment report is a prototype for the 'Census and Surveys' department of UBOS.

## Assessment Report 1: Unit Training Needs

### 1. Data Producing Unit

<i>Country</i>	<i>Organization</i>	<i>Department</i>
<b>Uganda</b>	<b>UBOS</b>	<b>Census and Surveys</b>

The Department has **98** permanent staff members. Of these **33** are female **65**are male.

The Department has **440** non-permanent staff members. Of these 120 are female **320**are male.

Last Year **10** professional Staff Members left the department for various reasons.

**7** New Professional Staff Members would be needed for the next 3 years. Details of Staff requirements may have been indicted in Comments of Departments.

Main (Centralized) Activities for next 3 years (Subject Activities may be indicated in further below in Comments)

**Census 2011**  
**HH Survey 2010**

Main Strengths of Department (More detailed Strengths may be indicated in further below in Comments)

**Analytical Skills**  
**Sufficient Computer Hardware**

Main Weaknesses of Department (More detailed Weaknesses may be indicated in further below in Comments)

**Lack of Skills for Projections and Forecasts**

## 2. Training by Activity

Year:							
		2009		2010		2011	
Activity:	Training Name:	T_NrV:	Training Name:	T_NrV:	Training Name:	T_NrV:	
Census 2011	GIS Training	24	Training on Population Forecasts	23			
HH Survey 2010	Poverty Analysis	26	GIS Training	25	Public Relations	27	

## 3. Training Details by Year

TrN	Training Name:	TrainingSubject:	Activity:	Staff Nr	TrgDays	Type of Training:	Priority:	Year:
23	Training on Population Forecasts	Training on Population Forecasts for Projecting Social Security Necessities	Census 2011	2	10	Training for decision-makers	High	2010
24	GIS Training	GIS Training for Definition of Sampling Areas	Census 2011	30	5	External Training for GIS Experts	Low	2009
25	GIS Training	GIS Training for Definition of Sampling Areas	HH Survey 2010	12	4	External Training for GIS Experts	Very High	2010
26	Poverty Analysis	Training on PA to explain Poverty Issues to the Public	HH Survey 2010	10	5	Training of Trainers	High	2009
27	Public Relations	Training on Dissemination of Statistics	HH Survey 2010	4	10	(Leer)	Medium	2011

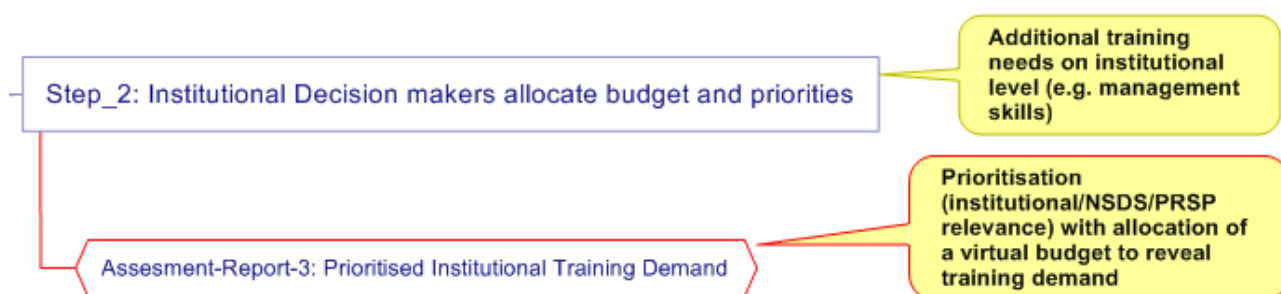
## 4. Training Comments

T_NrV:	Training Name:	Comment:
24	GIS Training	This GIS Training is for External Experts from the Geographic Department of MinAgri
23	Population Forecasts	Training for decsion makers
25	GIS Training	This GIS Training is for External Experts from the Geographic Department of MinAgri
26	Poverty Analysis	Training for Triners at High Schools and Universities
27	Public Relations	PR Training for Liaison to Media

## 10 Step 2: Institutional Decision makers allocate budget and priorities

The summarised training needs of all units and the central organisation will be the basis for the institution's training demand. On the institutional level, decision makers have to include additional training needs e.g. predetermined by the superior government department or ministry.

In their responsibility for the budget, institutional decision makers have to prioritise all institutional training needs. Within the ASTRA database, decision makers are requested to allocate a percentage of the whole training budget – a **virtual budget** - for the aggregated training demand of the following three years.



Please refer to the ASTRA section for a detailed description of this procedure. The budget allocation seems to provide the best approximation to the reality of prioritisation and will help to reduce the complexity of institutional training demand.

The result of this process will be the institution's prioritised demand for statistical training. The revealed demand has to be discussed with the responsible heads of the statistical unit's for revision or adjustment. The database will generate an aggregated and prioritised demand helpful for decision making, however – as noted for Step 1, it should be seen as a decision support system rather than an automated decision.

The results and comments of each unit will be included in the generated Assessment-Report-3 (AR-3): Prioritised Institutional Training Demand.

## Report-3 (AR-3): Prioritised Institutional Training Demand.

### Data Producing Unit

Country Organization

**Uganda UBOS**

The **UBOS** as registered in the ASTRA-DB has **398** permanent Professional Staff Members. **162** of the permanent Staff Members are female **236** of the permanent Staff Members are male **UBOS** has **560** temporary Staff members hired for specific tasks. **240** of the temporary Staff Members are female **320** of the temporary Staff Members are male.

**59** Professional Staff Members left the organization for various reasons last year

**19** New Professional Staff Members would be needed for the next 3 years in detail. Details of Staff requirements have been indicted by Departments. (Details see AR1 + AR2).

## 2. Budget Share of Trainings by Year

TextDep artment:	TNr	Training Name:	Priority:	Year		
				2009	2010	2011
				BudgetShare	BudgetShare	BudgetShare
Census and Surveys	23	Training on Population Forecasts	High		10	
	24	GIS Training	Low	20		
	25	GIS Training	Very High		50	
Central	26	Poverty Analysis	High	15		
	27	Public Relations	Medium			50
	8	Project Management and Project Coordination	Very High	10		
	9	Project Management and Project Coordination	Very High	10		
	10	Project Management and Project Coordination	Medium	10		
	11	Quality Management	High		30	
	12	New Training1	Very High			50
	13	Project Management and Project Coordination	High	20		
	15	Project Management and Project Coordination	High	15		
<b>Sum</b>				<b>100</b>	<b>90</b>	<b>100</b>

#### General Comments:

Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this.

#### Comments on Staff Demands:

Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SN

### 3 Comments on Trainings by Year

Year:									
2009				2010			2011		
TextDep artment:	TNr	Training Name:	Comment:	T Nr	Training Name:	Comment:	TNr	Training Name:	Comment:
Census and Surveys	24	GIS Training	This GIS Training is for External Experts from the Geographic Department of MinAgri	23	Training on Population Forecasts	Traing for decsion makers	27	Public Relations	PR Training for Liaison to Media
Central	26	Poverty Analysis	Training for Trainers at High Schools and Universities	25	GIS Training	This GIS Training is for External Experts from the Geographic Department of MinAgri			
	8	Project Management and Project Coordination	Project Management (PM) has to be improved on Central Level: Execution of PM and Controlling can be transferred to Departments	11	Quality Management	Design of Dissemination Strategy by NSI Central Services. Execution of Dissemination Strategy can be transferred to Departments	12	New Training1	More Comment New 1
	9	Project Management and Project Coordination	Coaching of PM by consultant -> hands on task						
	10	Project Management and Project Coordination	Coaching of PM by consultant -> hands on task						
	13	Project Management and Project Coordination	Comments						
	15	Project Management and Project Coordination	Design of Quality Management Strategy by NSI Central Services. Execution of Quality Management Strategy can be transferred to Departments						

## 11 Step 3: National Statistical System Coordination

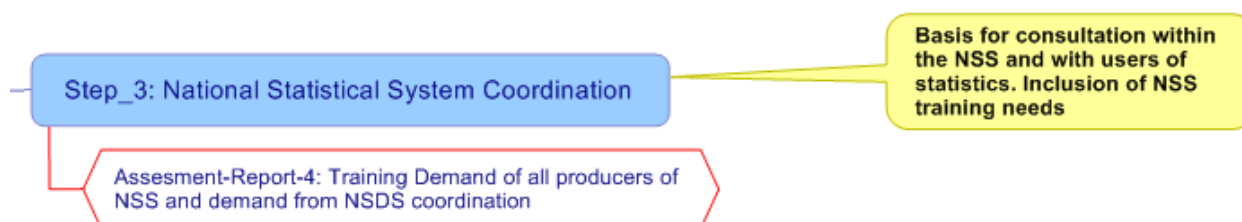
The National Statistical System (NSS) is seen as the most appropriate level to assess the demand for statistical training. However, a general weakness is the lack of budget for training in most of the countries on this level and therefore limited influence.

For the Coordination of the NSS, an assessment report with the aggregated demand of all statistical institutions will be generated. The input for this Report (AR-4) is a summary of all AR-3 s of the selected national organisations or Data Producing Units.

The Coordination has to include the generic NSS/NSDS training needs for the final Assesment-Report-4 (AR-4): Training Demand of all producers of NSS and demand from NSDS coordination. In particular the training needs for improved coordination, communication and dissemination and appropriate steps to eliminate data gaps are expected to be identified at that level.

**In particular for the identification of training needs derived from the national NSDS and NSS coordination training needs, an intensive discussion based on the assessment report with the relevant stakeholders of the NSS is expected.**

Statistical strategies have to be part of a wider political process, in particular the national Poverty Reduction Strategies (PRSP), have to reflect the demands for evidence for social and economic development and have to support fiscal and monetary policies. Demand for training should be formulated based on s sound analysis in which areas the capacities of the NSS are still too weak to provide sufficient information for political decision making. It is therefore recommended to include the main users of statistical information in this process.



## Assessment Report 4: Training Demand of all producers of NSS and Demand from NSDS coordination

### From AR3 of NSI: Institutional Report of National Statistical Institute (NSI)

NSI Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Project Management and Project Coordination	T1	20	VH	T2	10	VH	T3	10	VH
Dissemination Strategy	T4	30	H	T5	10	H			
Total Quality Management Strategy	T6	10	M	T7	10	M			
Population and Social Statistics of NSI	Cde	2009		Cde	2010		Cde	2011	
Training		Bud	Prio		Bud	Prio		Bud	Prio
GIS Training	T1	10	H						
Data Analysis with STATA	T2	10	M	T3	10	M	T4	10	H
Data Dissemination	T7	10	M	T8	20	M	T9	20	M
Statistics Basics	T12		L	T13		L			
Web-hosting							T14	10	L
Business and Industry Statistics of NSI	Cde	2009		Cde	2010		Cde	2011	
Training		Bud	Prio		Bud	Prio		Bud	Prio
Updating Sampling Register	T1	10	VH	T2	10	VH			
Data Analysis with STATA				T3	10	M	T4	10	H
Data Dissemination									
Statistics Basics	T12		L	T13		L			
Sum of Budget		100			80			60	

### Comments by NSI on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Census and HH Survey have to be provided in time. External supply might be necessary for this. All domestic training for census and HH-survey administration can be done by local means but not on institutional budget.

Long Term Training Demand: 2 Economists for Business Tendency Surveys, 2 Survey Specialists (including GIS expertise), 1 Statistics/ Economics Analyst, 2 Computer Specialist for Web Administration, 3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank



## From AR3 of CB: Institutional Report of Central Bank (CB)

CB Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Project Management and Project Coordination	T1	20	M	T2	30	VH	T3	20	VH
Total Quality Management Strategy	T9	20	H	T10	10	M			
Statistics Department of CB									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Data Analysis with STATA	T4	10	M	T5	10	M	T6	10	H
Statistics Basics	T11	10	L	T12		L	T13	10	L
Web-hosting									
Economics Department of CB									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Training on Business Tendency Surveys	T16	30	VH	T17	20	H	T18	10	H
Data Analysis with STATA	T21	10	M	T22	10	H	T23	10	H
Sum of Budget		100			80			60	

### Comments by CB on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this. All domestic training for Statistics and Business Tendency Surveys can be done on institutional budget.

Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNI

The Assessment Report on this level will include all statistical institutions of the NSS with specific demand in statistical training assessed in earlier reports, e.g. the institutions mentioned in the header of this example report: , Central Bank, MinAgri, MinEdu, MinTrab, etc.

### Comments by NSS Coordination

#### Summary of All Institutional Long Term Training and Staff Demands

Long Term Training Demand:

16 Economists for Business Tendency Surveys,

4 Survey Specialists (including GIS expertise),

14 Statistics/ Economics Analyst,

2 Computer Specialist for Web Administration,

3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

### Comments on Statistical Training Demands by NSS Coordination

General: Training Demands by different agents of NSS are highly redundant. Training requirements by Central Bank and NSI Department of Macroeconomic Statistics are almost identical. NSS coordination recommends joint internal workshops by NSI and CB on the agreed topics. NSS coordination can assist on providing local and international consultancies

## 12 Step 4-1: Donor Decision Support System

The assessment report provided on this level will summarise the national training demand and will help to identify the appropriate levels for intervention, e.g. increased support for in-house or external training. The input for this Report (AR-5) is completed AR-4 and a summary of all AR-3 s of the selected national organisations or Data Producing Units. The report informs donors on the training needs/demands of the NSS (national/regional) including information on external funding of training needs/demands.

In addition, donors have to identify additional training needs to handle their own M&E system, in particular to link the M&E system with the national data and indicators generated in the National Statistical System. It allows for their comments and/or identification of training at their level related to statistical capacity requirements for their monitoring and evaluation of development results, reflecting the fact that government's statistical needs can be different from donor's. However, national data priorities should be acknowledged in the first instance. It is expected that donors' decision reflect the Joint Assistance Strategy for the country.

The result will be presented in a comprehensive overview in Assessment-Report-5 (AR-5): Summarised Training Demand and additional donor needs/comments/recommendations etc.



## Assessment Report 5: Summarised Training Demands and additional Donor needs (Training Recommendations by Donors)

From AR4: Institutional Report of National Statistical Institute (NSI)

NSI Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Project Management and Project Coordination	T1	20	VH	T2	10	VH	T3	10	VH
Dissemination Strategy	T4	30	H	T5	10	H			
Total Quality Management Strategy	T6	10	M	T7	10	M			
Population and Social Statistics of NSI									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
GIS Training	T1	10	H						
Data Analysis with STATA	T2	10	M	T3	10	M	T4	10	H
Data Dissemination	T7	10	M	T8	20	M	T9	20	M
Statistics Basics	T12		L	T13		L			
Web-hosting							T14	10	L
Business and Industry Statistics of NSI									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Updating Sampling Register	T1	10	VH	T2	10	VH			
Data Analysis with STATA				T3	10	M	T4	10	H
Data Dissemination									
Statistics Basics	T12		L	T13		L			
Sum of Budget		100			80			60	

### Comments by NSI on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Census and HH Survey have to be provided in time. External supply might be necessary for this. All domestic training for census and HH-survey administration can be done by local means but not on institutional budget.

Long Term Training Demand: 2 Economists for Business Tendency Surveys, 2 Survey Specialists (including GIS expertise), 1 Statistics/ Economics Analyst, 2 Computer Specialist for Web Administration, 3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

## Institutional Report of Central Bank (CB)

<b>CB Central Services</b>									
<b>Training</b>	<b>Cde</b>	<b>2009</b>		<b>Cde</b>	<b>2010</b>		<b>Cde</b>	<b>2011</b>	
		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>
<b>Project Management and Project Coordination</b>	<b>T1</b>	<b>20</b>	<b>M</b>	<b>T2</b>	<b>30</b>	<b>VH</b>	<b>T3</b>	<b>20</b>	<b>VH</b>
<b>Total Quality Management Strategy</b>	<b>T9</b>	<b>20</b>	<b>H</b>	<b>T10</b>	<b>10</b>	<b>M</b>			
<b>Statistics Department of CB</b>	<b>Cde</b>	<b>2009</b>		<b>Cde</b>	<b>2010</b>		<b>Cde</b>	<b>2011</b>	
<b>Training</b>		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>
<b>Data Analysis with STATA</b>	<b>T4</b>	<b>10</b>	<b>M</b>	<b>T5</b>	<b>10</b>	<b>M</b>	<b>T6</b>	<b>10</b>	<b>H</b>
<b>Statistics Basics</b>	<b>T11</b>	<b>10</b>	<b>L</b>	<b>T12</b>		<b>L</b>			
<b>Web-hosting</b>							<b>T13</b>	<b>10</b>	<b>L</b>
<b>Economics Department of CB</b>	<b>Cde</b>	<b>2009</b>		<b>Cde</b>	<b>2010</b>		<b>Cde</b>	<b>2011</b>	
<b>Training</b>		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>		<b>Bud</b>	<b>Prio</b>
<b>Training on Business Tendency Surveys</b>	<b>T16</b>	<b>30</b>	<b>VH</b>	<b>T17</b>	<b>20</b>	<b>H</b>	<b>T18</b>	<b>10</b>	<b>H</b>
<b>Data Analysis with STATA</b>	<b>T21</b>	<b>10</b>	<b>M</b>	<b>T22</b>	<b>10</b>	<b>H</b>	<b>T23</b>	<b>10</b>	<b>H</b>
<b>Sum of Budget</b>		<b>100</b>			<b>80</b>			<b>60</b>	

### Comments by CB on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this. All domestic training for Statistics and Business Tendency Surveys can be done on institutional budget.

Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNI

The Assessment Report on this level will include all statistical institutions of the NSS with specific demand in statistical training assessed in earlier reports, e.g. the institutions mentioned in the header of this example report: , Central Bank, MinAgri, MinEdu, MinTrab, etc.

### From AR4: Comments by NSS Coordination

#### Summary of All Institutional Long Term Training and Staff Demands

Long Term Training Demand:  
 16 Economists for Business Tendency Surveys,  
 4 Survey Specialists (including GIS expertise),  
 14 Statistics/ Economics Analyst,  
 2 Computer Specialist for Web Administration,

3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

### Comments on Statistical Training Demands by NSS Coordination

General: Training Demands by different agents of NSS are highly redundant. Training requirements by Central Bank and NSI Department of Macroeconomic Statistics are almost identical. NSS coordination recommends joint internal workshops by NSI and CB on the agreed topics. NSS coordination can assist on providing local and international consultancies.

### Comments on Statistical Training Demands by Donors

General: The joint support group (A Common Fund and Common Dialogue Arrangement to support the implementation of the National Statistics System Strategy 2009 - 2013) recommends the following training efforts:

PRSP workshops (to be coordinated by NSS coordinator/ sponsoring open, to be pursued by ..

Poverty Monitoring on District Level workshops (to be coordinated by NSS coordinator / sponsoring open, to be pursued by ..)

Economical Activities by Small and Middle Sized Enterprises (to be coordinated by NSS coordinator and MinFin and MinPlan/ sponsoring open, to be pursued by ..)

HIV incidence monitoring in Northern Provinces (to be coordinated by NSS coordinator and MinHealth/ sponsoring open, to be pursued by ..)

## 13 Step 4-2: Training Institutions

Training institutes as the main providers of external training will receive a summary of the national training demand in Assessment-Report-6 (AR-6): External Training Needs and necessary mid- and long-term staff replacement. The input for this Report (AR-6) is like before a completed AR-4 and a summary of all AR-3 s of the selected national organisations or Data Producing Units.

In particular, training institutes will get additional information and indicators which support decisions if and how curricula might be adjusted according to the mid- and long term needs articulated in the assessment report.

Training institutions may better plan their mid-and long-term planning in accordance with the information provided and may see opportunities for short-term courses. Intensive discussions between NSI, NSS coordinators and training institutes are recommended to improve content, structure and scope of the training programmes.

Training institutes may use the tool to identify training needs from private users too.



## Assessment Report 6: Needs for External Training and Forecast of Mid- and Long-term Staff Training Needs (Training Requirements as indicated by Training Institutes)

### Institutional Report of National Statistical Institute (NSI)

NSI Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
<b>Project Management and Project Coordination</b>	T1	20	VH	T2	10	VH	T3	10	VH
<b>Dissemination Strategy</b>	T4	30	H	T5	10	H			
<b>Total Quality Management Strategy</b>	T6	10	M	T7	10	M			
<b>Population and Social Statistics of NSI</b>	Cde	2009		Cde	2010		Cde	2011	
<b>Training</b>		Bud	Prio		Bud	Prio		Bud	Prio
<b>GIS Training</b>	T1	10	H						
<b>Data Analysis with STATA</b>	T2	10	M	T3	10	M	T4	10	H
<b>Data Dissemination</b>	T7	10	M	T8	20	M	T9	20	M
<b>Statistics Basics</b>	T12		L	T13		L			
<b>Web-hosting</b>							T14	10	L
<b>Business and Industry Statistics of NSI</b>	Cde	2009		Cde	2010		Cde	2011	
<b>Training</b>		Bud	Prio		Bud	Prio		Bud	Prio
<b>Updating Sampling Register</b>	T1	10	VH	T2	10	VH			
<b>Data Analysis with STATA</b>				T3	10	M	T4	10	H
<b>Data Dissemination</b>									
<b>Statistics Basics</b>	T12		L	T13		L			
<b>Sum of Budget</b>		<b>100</b>			<b>80</b>			<b>60</b>	

### Comments by NSI on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Census and HH Survey have to be provided in time. External supply might be necessary for this. All domestic training for census and HH-survey administration can be done by local means but not on institutional budget.

Long Term Training Demand: 2 Economists for Business Tendency Surveys, 2 Survey Specialists (including GIS expertise), 1 Statistics/ Economics Analyst, 2 Computer Specialist for Web Administration, 3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

## Institutional Report of Central Bank (CB)

<b>CB Central Services</b>									
<b>Training</b>	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
<b>Project Management and Project Coordination</b>	T1	20	M	T2	30	VH	T3	20	VH
<b>Total Quality Management Strategy</b>	T9	20	H	T10	10	M			
<b>Statistics Department of CB</b>									
<b>Training</b>	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
<b>Data Analysis with STATA</b>	T4	10	M	T5	10	M	T6	10	H
<b>Statistics Basics</b>	T11	10	L	T12		L	T13	10	L
<b>Web-hosting</b>									
<b>Economics Department of CB</b>									
<b>Training</b>	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
<b>Training on Business Tendency Surveys</b>	T16	30	VH	T17	20	H	T18	10	H
<b>Data Analysis with STATA</b>	T21	10	M	T22	10	H	T23	10	H
<b>Sum of Budget</b>		<b>100</b>			<b>80</b>			<b>60</b>	

### Comments by CB on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this. All domestic training for Statistics and Business Tendency Surveys can be done on institutional budget.

Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNI

The Assessment Report on this level will include all statistical institutions of the NSS with specific demand in statistical training assessed in earlier reports, e.g. the institutions mentioned in the header of this example report: , Central Bank, MinAgri, MinEdu, MinTrab, etc.

## Comments on All Institutional Long Term Training Demands by Training Institutes

General: The different training institutes (Universities, specialized Institute for Statistical Training) can only speak for themselves

University Department for Statistics is able to adapt to training requests in the following:

16 Economists for Business Tendency Surveys

14 Statistics/ Economics Analyst,

Statistical Training Institute is able to accept the following training requests in the following

3 Specialist for Data Dissemination

4 Survey Specialists (including GIS expertise),

The Training Demands by Donors can be accepted in the following (Number and funding to be coordinated by NSS coordination);

PRSP workshops

Poverty Monitoring on District Level workshops.

Economical Activities by Small and Middle Sized Enterprises)

HIV incidence monitoring in Northern

.....

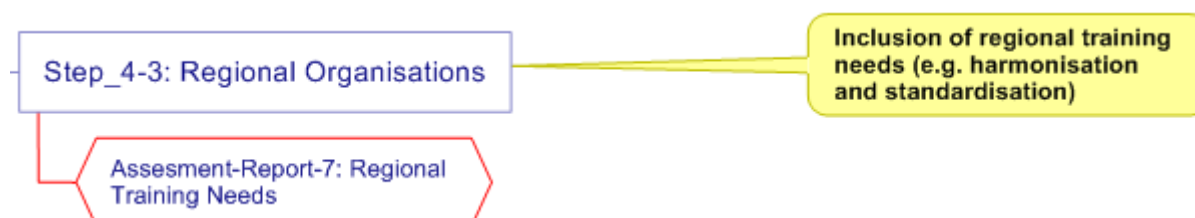
## 14 Step 4-3: Regional Organisations

A final assessment report will be prepared for regional organisations: Assessment-Report-7 (AR-7): Regional Training Needs. The input for this Report (AR-6) is like before a completed AR-4 and a summary of all AR-3 s of the selected REGIONAL organisations or Data Producing Units.

Regional Organisations are an important actors for regional statistical capacity building. The report will provide decision support for regional organisations in charge for regional statistical trainings programmes, in particular to support their strong mandate for regional harmonisation and standardisation.

The report will be a summary of national statistical training demands of the region concerned.

Additional training requirements on the regional level have to be included in the report and discussed with the respective NSS coordinators (Step-3).





## Assessment Report 7 Regional Training Needs / Training Demand from and Regional Organizations (Training Requirements for Supranational Demand)

For COUNTRY 1 from Region:

From AR4: Institutional Report of National Statistical Institute (NSI)

NSI Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Project Management and Project Coordination	T1	20	VH	T2	10	VH	T3	10	VH
Dissemination Strategy	T4	30	H	T5	10	H			
Total Quality Management Strategy	T6	10	M	T7	10	M			
Population and Social Statistics of NSI Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
GIS Training	T1	10	H						
Data Analysis with STATA	T2	10	M	T3	10	M	T4	10	H
Data Dissemination	T7	10	M	T8	20	M	T9	20	M
Statistics Basics	T12		L	T13		L	T14	10	L
Web-hosting									
Business and Industry Statistics of NSI Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Updating Sampling Register	T1	10	VH	T2	10	VH			
Data Analysis with STATA				T3	10	M	T4	10	H
Data Dissemination									
Statistics Basics	T12		L	T13		L			
Sum of Budget		100			80			60	

### Comments by NSI on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Census and HH Survey have to be provided in time. External supply might be necessary for this. All domestic training for census and HH-survey administration can be done by local means but not on institutional budget.

Long Term Training Demand: 2 Economists for Business Tendency Surveys, 2 Survey Specialists (including GIS expertise), 1 Statistics/ Economics Analyst, 2 Computer Specialist for Web Administration, 3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

## Institutional Report of Central Bank (CB)

CB Central Services									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Project Management and Project Coordination	T1	20	M	T2	30	VH	T3	20	VH
Total Quality Management Strategy	T9	20	H	T10	10	M			
Statistics Department of CB									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Data Analysis with STATA	T4	10	M	T5	10	M	T6	10	H
Statistics Basics	T11	10	L	T12		L	T13	10	L
Web-hosting									
Economics Department of CB									
Training	Cde	2009		Cde	2010		Cde	2011	
		Bud	Prio		Bud	Prio		Bud	Prio
Training on Business Tendency Surveys	T16	30	VH	T17	20	H	T18	10	H
Data Analysis with STATA	T21	10	M	T22	10	H	T23	10	H
Sum of Budget		100			80			60	

## Comments by CB on Institutional Training Demands

General: Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this. All domestic training for Statistics and Business Tendency Surveys can be done on institutional budget.

Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNI

The Assessment Report on this level will include all statistical institutions of the NSS with specific demand in statistical training assessed in earlier reports, e.g. the institutions mentioned in the header of this example report: , Central Bank, MinAgri, MinEdu, MinTrab, etc.

## **From AR4: Comments by NSS Coordination**

### **Summary of All Institutional Long Term Training and Staff Demands**

Long Term Training Demand:

16 Economists for Business Tendency Surveys,  
4 Survey Specialists (including GIS expertise),  
14 Statistics/ Economics Analyst,  
2 Computer Specialist for Web Administration,  
3 Specialist for Data Dissemination (Journalist with Statistics Background or Statistician with Journalistic Background), 2 Economists for Harmonizing SNA together with Central Bank

### **Comments on Statistical Training Demands by NSS Coordination**

General: Training Demands by different agents of NSS are highly redundant. Training requirements by Central Bank and NSI Department of Macroeconomic Statistics are almost identical. NSS coordination recommends joint internal workshops by NSI and CB on the agreed topics. NSS coordination can assist on providing local and international consultancies.....

### **From AR5: Comments on Statistical Training Demands by Donors**

General: The joint support group (A Common Fund and Common Dialogue Arrangement to support the implementation of the National Statistics System Strategy 2009 - 2013) recommends the following training efforts:

PRSP workshops (to be coordinated by NSS coordinator/ sponsoring open, to be pursued by ..

Poverty Monitoring on District Level workshops (to be coordinated by NSS coordinator / sponsoring open, to be pursued by ..)

Economical Activities by Small and Middle Sized Enterprises (to be coordinated by NSS coordinator and MinFin and MinPlan/ sponsoring open, to be pursued by ..)

HIV incidence monitoring in Northern Provinces (to be coordinated by NSS coordinator and MinHealth/ sponsoring open, to be pursued by ..)

.....

### **From AR6: Comments on All Institutional Long Term Training Demands by Training Institutes**

General: The different training institutes (Universities, specialized Institute for Statistical Training) can only speak for themselves

University Department for Statistics is able to adapt to training requests in the following:

16 Economists for Business Tendency Surveys

14 Statistics/ Economics Analyst,

Statistical Training Institute is able to accept the following training requests in the following

3 Specialist for Data Dissemination

4 Survey Specialists (including GIS expertise),

The Training Demands by Donors can be accepted in the following (Number and funding to be coordinated by NSS coordination);

PRSP workshops

Poverty Monitoring on District Level workshops.

Economical Activities by Small and Middle Sized Enterprises)

HIV incidence monitoring in Northern

.....

**To be continued for COUNTRY 2 ... from Region**

### **Comments on Statistical Training Demands by Regional Organizations**

Regional Organization ...recommends the following:

Poverty Reduction Strategy Harmonization Workshop (HH Survey Harmonization)

IPC (International Price Comparison) Training prior to implementation of project

..

## 15 Description of ASTRA Database for Monitoring Statistical Capacity Building in Sub Saharan Africa's National Statistical Systems

### 15.1 Initial Remarks

ASTRA is an ACCESS Database designed to support the MIS-ST Toolbox in order to increase evaluation capacity of Stakeholders, Training Institutes and other to monitor Statistical Capacity Building in Sub Saharan Africa.

The Database is functional and is filled with some dummy material in order to allow testing and handling of the database screens. The ASTRA concept follows the following scheme of steps for data input and related assessment reports. The green marked parts of the indicated steps is ready for input and produce and release Assessment Report and can be tested. This part should allow understanding the handling of the Database, how the steps are executed in the Database, how the Assessment Reports are produced and how they appear. The subsequent steps are comparatively simple, based on the selected and generated Reports AR3 from the Database for different DPUs of a country, asking for Comments by resource persons of the NSS (step 3 -> AR4), Donor demands (step 4-> AR5), Resource persons of regional Organizations (step 4 -> AR6) and Training Institutions (step 4-> AR7)

### 15.2 Stepwise use of ASTRA

Step	Description	Data Base	Table	DB Fields
0	Describe Data Producing Unit:: Country, Organization and Department, then Activity and Training.	Describe Data Producing Unit (Step0 on Switchboard). Before starting a DPU has to be identified. This happens on 3 levels: 1.Country 2.Organization 3.Department Then Activity and Training are identified	A4For_Service_In_Country, AService_In_Country, A3For_Service_In_Country, AActivities	Country (Text)
				Name of Organization (Text)
				Department or Unit (Text)
				Description of Main Activities of Department for Next years (Text)
				Description of Strengths of Department (Text)
				Description of Weaknesses of Department (Text)
				Number of Staff - Female (Number)
				Number of Staff –Male (Number)
				Σ Number of Professional Staff (No calculated)
				Number of Staff left during last 12 Months (Number)
				Number of Professional Staff increase envisaged for next 3 years (Number)
				Activity (Text)
				Training Name (Text)
1	Step1: Data Producing Unit (DPU) Identifies Training Needs	Identify Training Needs (Step1 on Switchboard)	ATrainingAndSubjec ts	Activity (Enter List / Select)
				Training Name (Enter List / Select)
				Training Subject (Text)
				Estimated No of persons to be trained (Number)
				No of Training days Estimated (Number)
				Training Type (Enter List / Select)
				Priority (Select)

Step	Description	Data Base	Table	DB Fields
				Year (Select from List)
				Training Comment (Text)
Assessment-Report-1: Unit Training Needs and Assesment-Report-2: Summary of Unit Training Needs				
2	Step2: Institutional Decision makers allocate budget and priorities	Prioritized Institutional Training Demand and Budget Allocation	Data from previous Tables. Comments in A3For_Service_In_Country	Priorities (Select)
				Budget Shares (Select)
				Comments on Training Budget Allocation and Priorities (Text)
				Comments on Long Term Staff and Training Demands (Text)
Assessment-Report-3: Prioritized Institutional Training Demand				
Subsequent steps based on the selected and generated Reports AR3 from the Database, asking for Comments by resource persons of the NSS (step 3 -> AR4), Donor demands (step 4-> AR5), Training Institutions (step 4 -> AR6) and resource persons of regional Organizations (step 4-> AR7)				
3	Step3: National Statistical System Coordination Assesses Training Needs	NSS Describes National and Institutional Training Demand	Data from previous Tables. Comments stored in A3For_Service_In_Country	NSS National Training Demand Assessment as NSS Comments (Text)
Assessment-Report-4: Training Demand of all producers of NSS and demand from NSDS coordination				
4-1	Step 4-1 Donor Decision Support System	Donor Comments and Demand	Data from previous Tables. Comments stored in A4m1Selected	Donor Demand / Comments (Text)
Assesment-Report-5: Summarized Training Demand and Additional Donor Needs				
4-2	Step 4-2: Regional Organisations	Training Institutions Supply and Comments		Regional Comments and Training Demand (Text)
Assesment-Report-6: Regional Training Needs				

Step	Description	Data Base	Table	DB Fields
4-3	Step 4-3: Training Institutions	Regional Training Demand		Training Institutions Comments on Supply and Training Demands (Text)
<b>Assesment-Report-7: External Training Institutions Needs and Comments</b>				
<b>The Data Model</b>				<p>The Data Model shows all main tables and principal variables (DB Fields). The DM shows in brief that for each <b>DPU</b> (Data Producing Unit, e.g. Statistical Office, identified by country and name) and related <b>Departments</b>, there are multiple <b>Activities</b> and for each Activity there can be multiple Trainings. Trainings are thus always related to one (and only one) Activity and identified by <b>Training Names</b> and are attributed an internal Number for identification. Using the top down structure, you can delete all County related information, all Organization info, all Activity info and all Training info deleting the data sets in the appropriate files</p>

ASTRA is a tool to analyze Training availability and demand. It does not mean that ASTRA has to be used stepwise, starting from Module 1 to 5. However elementary input of Training demand by Training Institutions or Organizations offering Statistical Trainings is needed to produce meaningful Assessment reports, at least of the type AR1, AR2 and AR3. On the other hand, it seems reasonable that donors or resource persons of regional Organizations state their demands and funding possibilities (AR4, AR5, AR6 and AR7) before any particular demand of Training Institutes has been recorded. It even could be useful and necessary for national suppliers of statistical Training to know about funding and needs of regional entities or donors and request Reports of this type (AR4, AR5, AR6 and AR7) before they articulate their Training needs..

***It must be mentioned, that the Database in a developing stage and shortcomings might still occur. The current development stage allows testing all input schemes and practices. It generates all Assessment reports for further analysis as sample issues since no real data have been stored yet. Apart from technical problems, the central problem might be the comprehension of the Workflow by the user. ASTRA has to be tested by a variety of users to overcome any traps and hurdles for inexperienced users. Although largely self-explaining, the database handling presupposes basic computer skills as well as knowledge of MICROFT Office Tools and programs. It has been developed and tested for screen resolutions of 1280\*800 and higher. Higher resolution will improve readability, lower resolution is not recommended, as it will make orientation on input Forms more difficult, although functionality of ASTRA is fully assured also for lower screen resolutions. It is further recommended, that Toolbars like "Format" and "Form View" will be switched off to be able to view the Entry Screens and/or Reports in Full Size***

***System Menus in ACCESS (like delete, copy, paste etc.) sometimes are in German due to the language version used for Development, a different language version will display system commands in the language version***

***No permission and access rights management has been implemented yet but this will be possible if required***

## 15.3 Preconditions to use ASTRA1 (Include Visual Basic Components)

You must have Administrator Privileges to change any of the following. If you do not have these, please refer to a system administrator to modify these settings for you:

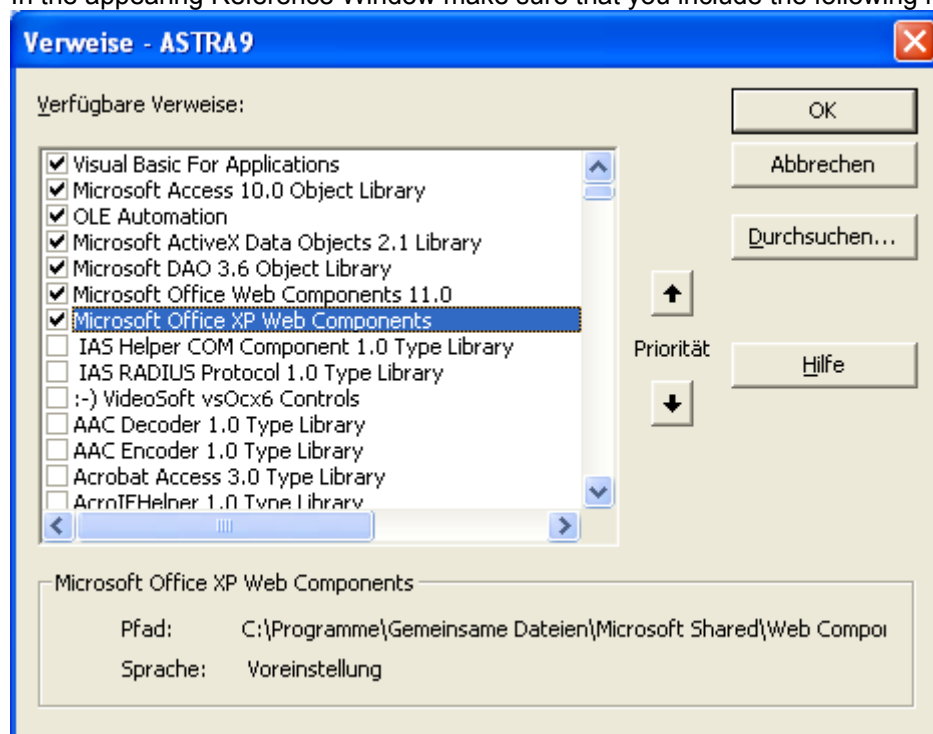
Call ASTRA1

Enter the Visual Basic Editor, the easiest way is pressing <Alt> + <F11> or choose menu:

<Extras/ Macro / Visual Basic Editor>

In the menu of the VB Editor choose <Extras/ References>, this is the first Option of the menu choice Extras. Make sure you are in the Visual Basic Editor environment.

In the appearing Reference Window make sure that you include the following references:



The shown reference choices are necessary to use some of the features of ASTRA like incorporating Pivot Tables.



## 15.4 Starting the Database:

Call ASTRA1.mdb and enter the main Switchboard: The central data handling cockpit.

The four steps indicated above in the descriptive table are reflected in the first four steps of the Switchboard,:

### Module 1

The initial step 0 is for identifying the DPUs. A DPU is in general a data producing unit, but can at the same time be a user of data. The five Data Entry procedures, usually a sequence of data entry screens, are subsequently called **Modules**, usually representing the Steps of the Workflow,. As an exception Module1 comprehends step0 and step1

The different Modules are meant for different types of users: This Module is primarily for Training Institute or Organization offering Statistical Training. Again no restriction is meant to prevent users of statistics to enter the step0 and step1, if the preconditions for data input to this Module are given: So a user of this module or DPU can mean a company with need of statistical Training, a ministry with a limited offer of in-house Training capabilities or a Statistical Training Institute with Training Needs been identified related to an identifiable Activity of some sort, not necessarily a statistical task.

Preferably, the Trainings have been given priorities, duration and number of participants by the resource person completing the forms. Budget figures will not necessarily be provided but can be added in available data entry boxes for Comments.

Country, Organization and Department of a Data Producing Unit (DPU) have to be indicated and an Activity and related Trainings can to be defined. Details of the Data Entry Screens will be given later.

The related output of this module is in AR1 and AR2 giving comprehensive structured and comparable information of the Departments of the DPU.

### Module 2

After information have been provided by different Departments of the DPU, the resource person of the Organization containing several Departments is supposed to be able to gather all the information and Training needs of the different Departments producing a comprehensive report. The resource person, as an example the HR and Training manager of a ministry, will allocate Budget shares to the different Training for each year. The sum of budget shares shall not exceed 100%. Priorities of the different Trainings can be modified and remodelled at this stage. General Comments and an evaluation of staff

**ASTRA - Assessment of Statistical Training - Toolbox**

Use as Training Institute or Organization offering Statistical Training	<input checked="" type="checkbox"/> Step 0 - Describe New or Modify Data Producing Units
	<input type="checkbox"/> Step 1 - Training Demand by Years
Use as Resource Person for Training Institute to decide on Budget and Priorities of Training	<input type="checkbox"/> Step 2 - Institutional Training Priorities and Budget
Use as Resource Person for Defining Training Demand of National Statistical System	<input type="checkbox"/> Step 3 - NSS Coordination
Use as Resource Person for Defining Regional / Donors or STC (Statistical Training Institutes) Training Demand	<input type="checkbox"/> Step 4 - Regional / Donors or STC (Statistical Training Institutes) Demand
Use to generate Assessment Reports	<input type="checkbox"/> Step 5 - Assessment Reports
Vers 0.95 / 080915 by Klaus Röder on behalf of EUROSTAT	<input type="checkbox"/> Close Application - Remain in ACCESS
<b>?</b>	<input type="checkbox"/> Quit ACCESS

necessities related to Trainings and activities conclude the input to this module. The output of this module is in AR3. As in the previous modules it is assumed, that a user of modules (steps) consults the related Assessment Reports. These reports will usually be hierarchically lower (Consult AR1 and AR2 from Module1, allocate Budget Shares and produce AR3 in step 2)

### Module 3

The National Statistical System's resource person is supposed to gather the different Assessment Reports 3 comprising the different Budget Share allocations and Priorities, given for several national DPUs and Organizations. The user of this module adds recommendations and suggestions, backed by rules and guidelines of the National Statistical System (NSS) and providing subsequent steps and modules with a comprehensive analysis of the Training needs of the NSS in AR4.

### Module 4

The resource persons for Donor support, Regional assistance or coordination and for a Statistical Training Institute gather the different Assessment Reports 3 and Reports4 and maybe even AR1s and AR2s comprising the different Budget Share allocations and Priorities and also the various Comments by Departments, Organizations and Countries, given for several national NSSs. The user of this module selects Countries and Organizations and adds recommendations and suggestions for Donors, Region and Statistical Training Institute producing Reports 5, 6 and 7.

### Module 5

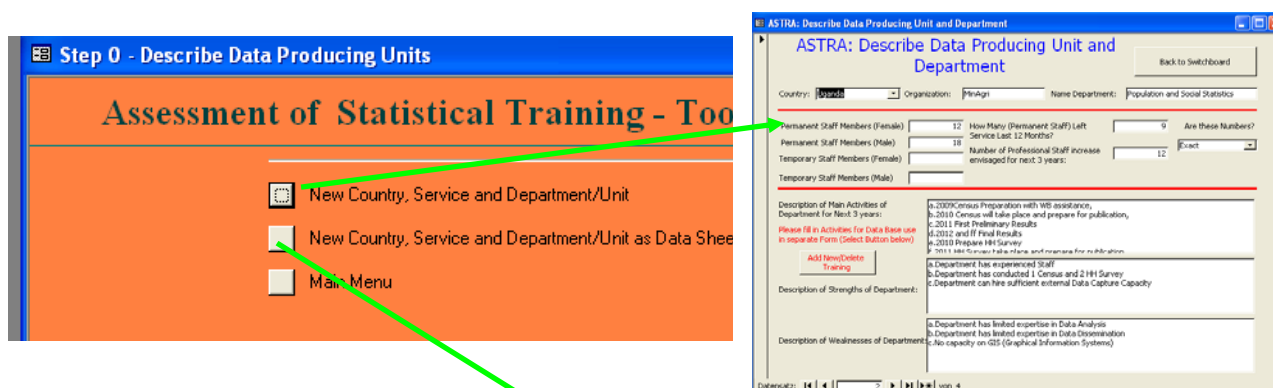
The fifth Module allows producing the Assessment Reports, based on appropriate selection: As AR1 asks for Country, Organization and Department others ask for different type of input. Like Country only or a Code meant to identify retrieve and modify a stored Report

The Form Fields "Version" and "?" allow to show current information about the Version and presenting a Help Screen. Both auxiliary Files are currently stored as PDF Files at "C:\temp" and are called "ASTRAVersion.pdf" and "ASTRAHandbook.pdf". The Acrobat Reader is addressed at <Appl = "C:\Programme\Adobe\Reader 8.0\Reader\AcroRd32.exe">. This is done in the Form\_Switchboard Module and can be altered easily by the ACCESS knowledgeable user.

The last two options in the Switchboard allow quitting the application.

## 15.5 Module1: The Data Entry Forms

Most of the data input sub-menus (for each of the steps) have at least two options: Data Input in a form based Data Entry screen or Data Entry/ View g in a Table Based Screen. This is only true, when data are store in files (Module5 for example does produce Reports based on previously entered data) The following Picture shows both types.



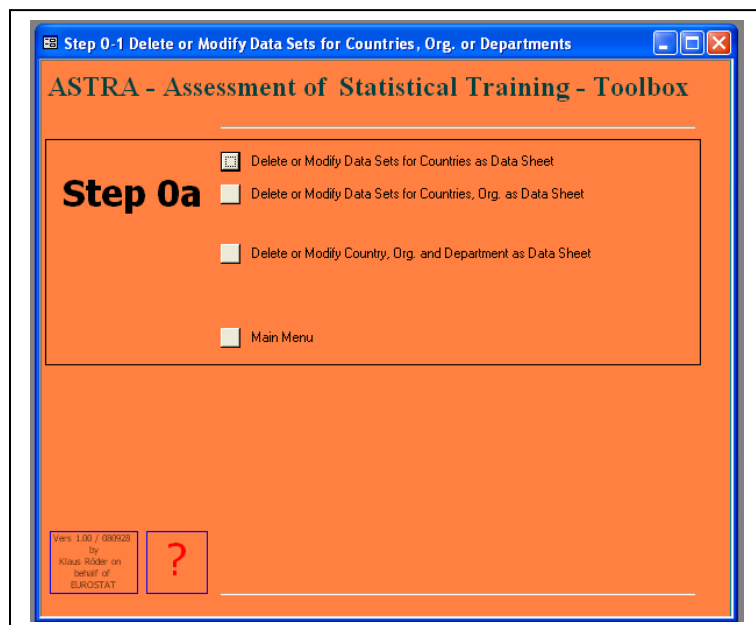
illustrates this

	TextCountries	TextService	TextDepartment	TotalStFemale	TotalStMale	TotalTemp
►	Burkina Faso	NSI	Central	4	2	
	Uganda	MinAgri	Population and Social Statistics	12	18	
	Uganda	UBOS	Central	129	171	
	Uganda	UBOS	National Accounts	12	8	
*				0	0	

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Both screens allow the handling of data (new entry, modification, deleting), the first type screen is called a Form and easier to read, the second called a Data Sheet is more functional, addresses the experienced user and allows faster maintenance, for example delete multiple records .

Recall from the structure of the Data Model, that you can delete all country related information by deleting the country record in file **“A4For\_Service\_In\_Country”**. This is done in Step0a and choosing the First Option: “Delete or Modify Data Sets for Countries as Data Sheet”.



and deleting a country record from the related file

A4For_Service_In_Country : Tabelle			
	TextCountries	NSSGeneral Comments	NSSComments on Staff Demands
+ Burundi		Commentaire sur Entraînement en Burundi c	Commentaire sur Besoins de Personnel en Burundi cha
+ Kenya		It is possible or rather likely that not all comr	These are Comments on Staff Demands for Test Porpos
+ Mali			
+ Rwanda		Commentaire sur Entraînement en Rwanda	Commentaire sur Besoins de Personnel en Rwanda
+ Tanzania		Comments for Tanzania from NSS	Comments on Staff Demand for Tanzania from NSS
+ Uganda		General: Training Demands by different agent	Long Term Training Demand:
+ Zambia		Comments for Zambia from NSS	Comments on Staff Demand for Zambia from NSS
*			

## 15.6 Step 0- Identifying the Data Producing Unit

**ASTRA: Describe Data Producing Unit and Department**

**17** Select Country and Organization: **0** **1** **New Country** **New Organization** **Back to Switchboard** **3**

Country:  Organization:  Name Department:  **2**

---

Permanent Staff Members (Female)  How Many (Permanent Staff) Left Service Last 12 Months?  Are these Numbers?  **8-10**

Permanent Staff Members (Male)

Temporary Staff Members (Female)  Number of Professional Staff increase envisaged for next 3 years:

Temporary Staff Members (Male)

---

Description of Main Activities of Department for Next 3 years:

Use this Button below to enter or change explicit Activities in separate Form

**14** Add New/Delete Activities

Description of Strengths of Department:  **11-13**

Description of Weaknesses of Department:

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**Always watch and use the Navigation Buttons at Left Bottom of Form**

Click Select Button for Country and Organization and then add Departments. If Country does not exist, choose "New Country". If country appears, but Org. does not, choose "New Organization"

**How to use this Form**

On First Access to Form: You will enter last Record of File containing Training Institutes or Organizations offering Statistical Training. Move backwards to Change Information. Move Forward and Select Country, **16** organization and enter new general Information on Staff, Description of Activities, Strength and Weaknesses. This Form does not enter Activities. This is done after pressing the Button "Add New/Delete Activities"

The following fields are meant for data input (or modification) for this form

Number	What to enter or to do?
0	Country (select from list) toggle to select from available Country/Org list by using button 17
1	Organization (enter correct name)
2	Enter NEW Department (enter correct name)
3	Back to Switchboard (click button)
4 - 7	Staff numbers (enter numbers)
8	How many permanent staff members left last year from DPU
9	Number of professional staff needed for next 3 years in DPU
10	Are the numbers ? (select from "exact", "guessed" or "unknown")
11-13	Describe in Fields Activities, Strengths and Weaknesses of DPU. These descriptions will be later available as Comments, if new Activity should be entered for Data Base use choose button 14
14	Enter new Activity, also modify or delete existing ones
15	Navigation Buttons to move in Data Table of Database (the different buttons mean, from left to right: "go to first record", "go one record backwards", "go one record forwards", "current record number", "go to last record", "enter new record", "total number of records in data table", Delete record by choosing from menu "Record Delete (X) ")
16	Help and Information about the Form content
17	Show available Country/Org list. If Country/Org is not available choose Buttons 18 and 19
18	Choose New Country, also modify or delete existing ones

Number	What to enter or to do?
19	Choose New Organization for New Country, also modify or delete existing ones

After clicking button 14: Add, delete or modify Activity. This shows the next data entry screen: Having selected Country, Organization and Department, this is show in the below Commented form.

Number	What to enter or to do?
1	Select from list of DPU (click button),related selection field is toggled (switched on/off) if button is clicked
2	Select country, org. and dept. These choices are transferred to related fields below
3	Enter or Modify Activity for DPU, Use menu options of filters to limit selection to filtered choices in order to check activities already entered. Make sure no additional activities are entered due to spelling mistakes. There will be further options to check the entered DPUS, Activities, Trainings etc.

Having described all DPU and some activities (this can also be done later) the Step 0 Form can be closed, information is stored in the Database. At least one DPU is has to be described and stored in Step 0 in order to continue.

After clicking button 18: Add, delete or modify country. This is show in the below Commented form

Number	What to enter or to do?
1	Select from list of Countries (click button), related selection field is toggled (switched on/off) if button is clicked. Button "Delete Selected Countries" appears to delete a selected country. Be aware that all related information for this country is deleted as described in the Data Model

Number	What to enter or to do?
2	Select country, The choice is transferred to field "Existing Countries..."
3	A Deleted Selected Button Appears by toggling Button 1. The selected country deleted and ALL related information (Organizations, Departments, Activities, Trainings etc.)

After clicking button 19: Add, delete or modify Organization. This is show in the below Commented form

Number	What to enter or to do?
1	Select from list of Countries (click button),related selection field is toggled (switched on/off) if button is clicked. Button "Delete Selected Countries" appears to delete a selected country. Be aware that all related information for this country is deleted as described in the Data Model
2	Select country and enter Organization, The choice is transferred to field "Existing Countries/ Organization..."
3	A Deleted Selected Button Appears by toggling Button 1. This button disappears, if a new Organization can be selected

If Org. is entered the same screen looks like this

The Delete Button will delete the Organization only; the country name will remain with empty field for Organization as other Organizations in the same country might exist. If all Organizations in a specific country have been erased, the country can be deleted from ASTRA in the previous screen. Be aware that all related information for this Organization (like activities and Trainings) are deleted as described in the Data Model

As having entered the necessary preliminary information Step 0 can be finished completing the form mentioned initially

### An Example:

The HR Department of the CSO in Kenya is entered as a new DPU

**ASTRA: Describe Data Producing Unit and Department**

Country: Kenya Organization: CSO Name Department: Human Resources

Permanent Staff Members (Female) 10 How Many (Permanent Staff) Left Service Last 12 Months? 4 Are these Numbers? Exact

Permanent Staff Members (Male) 20 Number of Professional Staff increase envisaged for next 3 years: 2

Temporary Staff Members (Female) 21

Temporary Staff Members (Male) 30

Description of Main Activities of Department for Next 3 years: Organize Capacity Building Programme for CSO Exchange of Professional Staff with East African Community Subject Department Performance Measurement

Use this Button below to enter or change explicit Activities in separate Form

Add New/Delete Activities

Description of Strengths of Department: High Statistical Capacity High Teoretical Background

Description of Weaknesses of Department: Deficits in Group Management Deficits in Change Management Deficits in Evaluation of Subject Department Performance

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Formularansicht

**Always watch and use the Navigation Buttons at Left Bottom of Form**

Click Select Button for Country and Organization and then add Departments. If Country does not exist, choose "New Country". If country appears, but Org. does not, choose "New Organization"

**How to use this Form**

On First Access to Form: You will enter last Record of File containing Training Institutes or Organizations offering Statistical Training. Move backwards to Change Information. Move Forward and Select Country, Organization and enter new Department and enter new general Information on Staff, Description of Activities, Strength and Weaknesses. This Form does not enter Activities. This is done after pressing the Button "Add New/Delete Activities"



## 15.7 Step 1- Identifying the Training Demand of the Data Producing Unit

Opening the Form for Step 1 you enter the LAST EXISTING record.<sup>5</sup> You can Modify Data for this or previous records, but you cannot alter Identification fields like Country, Org. or Department. This has to be done in Step 0 as explained before. Use the Navigation Buttons to enter a new Record: A new information sheet about a Training Demand. Remember: to be able to enter a new Training Demand. An Activity and a related Training has to exist. If this is not the case, a new Activity and Training have to be introduced as will be explained below.

The following fields are meant for data input (or modification) for this form. Most of the explication is valid for an existing record. The “existing record” establishes a relation between Training and Activity for a selected DPU and describes the Training Demand in further details. This form and data set is the main source of information for further aggregation, analysis and summarized demand.

Number	What to enter or to do?
0	Select DPU (select from list). A select box appears to select a DPU from the ones described in Step 0. The choices (country, Organization and department) will appear in text fields (1-3) below and in the purple fields at the bottom above the navigation buttons (22). This is a toggle button; select box will appear and disappear, if this button is clicked. If choices have been made, selection box will disappear likewise.
1	Country (selected form list after clicking button 0)
2	Organization or Institute (selected form list after clicking button 0)

<sup>5</sup> All Information in a Relational Database as ACCESS is stored in Tables (A rectangular information sheet). Each Table consists of records (Lines of information). The record consists of Fields, Details of Information (Columns of information). The tables are related through index fields (Information Details identifying exactly the record) as shown in the Data Model. For more details refer to ACCESS Help or literature on Relational Data Bases.



Number	What to enter or to do?
3	Department (selected form list after clicking button 0)
4	Enter new DPU or modify one (click button). This transfers control to Step 0 Form
5	Back to Switchboard (click button)
6	Refresh Form, if errors occur or user got stuck (click button). <ESC> button might still be pressed before being able to continue
7	Shows current Activity. This shows highlighted Activity form 14. If no Activity is available (field is empty), click button 9 to choose a new Activity for the selected DPU
8	Shows current Training. This shows highlighted Training form 15. If no Training is available (field is empty), click button 10 to choose a new Training for the selected Activity and DPU
9	Add new Activity (click button). This shows small Form from Step 0 section to add or modify Activity
10	Add new Training (click button). This shows small Form from Step 0 section (see below) to add or modify Training for given DPU and Activity
11	Add Training subject, a Training description to explain the Training in more detail. Even more details can be entered in the field Comments (21)
12	Help and Information about the Form content
13	Buttons to activate other Modules /Steps (click button). Current Module (Step) is grey, others can be selected
14	List of activities (this is not the description in Step0 but the list of activities having been entered for the selected DPU before in small Form from Step 0). Generally one of the activities is selected and displayed also in 7. This selection cannot be changed here. Instead use small Form from Step 0 to modify, delete or add Activity. The list here will be refreshed by a click somewhere in this list area. If Activity is missing use button 9.
15	List of Trainings for the selected DPU and Activity. Generally one of the Trainings is selected and displayed also in 8. This selection <b>can</b> be changed here. The list here will be refreshed by a click somewhere in this list area. If Training is missing, use button 10
16	Type of Training. Generally one of the Trainings is selected. This selection <b>can</b> be changed here. If type of Training is not available, a new "type of Training" can be added, pressing the button below 16. Another entry form will appear (see below). The list here will be refreshed by a click somewhere in the list area.
17	Priority of Training as seen by the Department (Choose from selection list)
18	Year envisaged for the Training (Choose from selection list)
19	Staff number to be trained in this Training
20	Number of Training days envisaged for this Training
21	Comment on this Training by the Department (this is a memo field and can contain abundant text – until 2 MB)
22	Display of essential selections (DPU and Training). These fields are for information only and cannot be changed. Moving to a next <b>record</b> by clicking the navigation buttons will update the current <b>record</b> . Records are storage units of tables, think of them as rows, columns of database tables are called <b>variables</b> , the header is the <b>variable</b> name, the cell contents are the value of variables, each cell content or value belongs to a <b>variable</b> and a <b>record</b> .

After clicking button 10: Add, delete or modify Training. This shows the next data entry screen:

**ASTRA: Describe New Training for Activity in Data Producing Unit**

1 Select Country / Organization / Department and Activity

2

Country: Uganda  
 Organization: UBOS  
 Department: Central  
 Activity: Supervise and Coordinate 2009 Census  
 New Training Name: Dissemination Strategy  
 New Training Subject: Project Management and Project Coordination

3

Back to Switchboard

Datensatz: 14 von 18

Activity in Data Producing Unit

Uganda	MinAgri	Population and Social Stati: 2009 Assist MiniHealth with NHS (National Health Survey)
Uganda	MinAgri	Population and Social Stati: 2009 Census Preparation with WB assistance,
Uganda	MinAgri	Population and Social Stati: 2010 Census will take place and prepare for publication
Uganda	MinAgri	Population and Social Stati: 2010 Prepare HH Survey
Uganda	MinAgri	Population and Social Stati: 2011 Assist MinEdu with Publications on Improved Basic t
Uganda	MinAgri	Population and Social Stati: 2011 First Preliminary Results
Uganda	MinAgri	Population and Social Stati: 2011 HH Survey take place and prepare for publication
Uganda	MinAgri	Population and Social Stati: 2012 and ff Final Results

Number	What to enter or to do?
1	Select from list of DPU and Activity (click button),related selection field is toggled (switched on/off) if button is clicked
2	Select country, org, dept. and Activity (see separate screenshot). The choices from the selected line are transferred to related fields below
3	Enter or Modify Training for DPU and Activity, Use menu options of filters to limit selection to filtered choices in order to check activities already entered. Make sure no additional Trainings are entered due to spelling mistakes, e.g. "PMgt" and "PMgnt" will be stored as two different Training in the database even if this is not intended. There will be further options to check the entered DPUS, Activities, Trainings etc.

Watch out that having added a new Training related to Activity, this relation has been added to the database and is shown in Step1- Form, but not necessarily as last record because that data file is sorted according to Country, then Organization and then Department. Having added a new Training related to an Activity, move to that Training in Module 1 and complete the information (type of Training, priority, year, staff number, Training days and Comments).

**It is easy to forget, that a new Training needs a new Activity. You cannot relate an existing Training to a new Activity. If you enter a New Training, a New Activity has to be entered previously**

After clicking button below 16 Add, delete or modify type of Training. This shows the next data entry screen:


**ASTRA: Describe New Type of Training**


1

Type of Training: Blended Learning

Back to Switchboard

Datensatz: 13 von 13

Number	What to enter or to do?
1	Select record from table "Type of Training" using navigation buttons. Modify and move to next record to modify text, delete using menu option  . Add new "Type of

Number	What to enter or to do?
	Training” by using menu option  , then enter new text and move to next record. This stores a new “Type of Training” which will be displayed in field 16 of Step1-Form. However this new type of Training is not selected yet, this has to be done in field 16 of Step1-Form by clicking on the appropriate line.

Having described all Trainings and relate them to DPU and an Activity the Step 1 Form can be closed, information is stored in the Database. If no Activity is selected or two activities are related to the same Training, the database responds with an error. Return to normal by pressing <ESC> or press the Refresh button (6) and continue. However in practice more than one Training can be related to one Activity. But this has to be done in subsequent steps (adding new records to the referred table); no multiple selection by clicking on several Trainings, is possible at present in the Step1 screen. The same is true for “Types of Trainings”, no multiple selection by clicking on several “Types of Trainings” is possible at present in the Step1 screen. In order to circumvent this problem a new combination of more than one “Types of Trainings” would have to be entered if the Training responds to more than one type, e.g. enter a NEW record in the “Type of Training” table as “Regional Training and Train the Trainers” in order to relate the selected Training to these two “Types of Trainings”.

### An Example:

In order to explain how to enter a new data entry we will pursue the Data Entry for the chosen example “Kenya CSO: Human Resources Department”

The Form after having proceeded to the NEXT record and choosing the “Kenya CSO: Human Resources Department” will look like this:

It is obvious that Lists 14 and 15 and all other data fields are empty.

First choose a new Activity by pressing button 9:

The New Activity Form appears. You have to activate the “Select..” Button to choose the DPU :

**Describe New Activity for Data Producing Unit**

Select Country / Org. and Deptment:

## ASTRA: Describe New Activity for Data Producing Unit

Burundi	INSEE	Census and Surveys
Burundi	INSEE	Contes Nationaux
Burundi	INSEE	Resources Humaines
Burundi	INSEE	Statistique Démographique
Burundi	INSEE	Statistique Économique
<b>Kenya</b>	<b>CSO</b>	<b>Human Resources</b>
Rwanda	INSEE	Census and Surveys
Rwanda	INSEE	Contes Nationaux

**How to use this Form**

Click Select Button for Country and Organization and Department in Database. Add Activity. The Country, Organization and Department must have been stored before. Use Button "View Data Sheet" to modify Data in Advanced Mode

Back to Switchboard

**View Data Sheet**

If Data cannot be stored, it is most likely, that data for Country, Organization and Department have not been stored on Step 0. Return to Switchboard by using Button or to Step 0 by closing Form.

Datensatz: 120 von 120

Enter the new Activity and activate the Navigation Buttons to store the Activity. You can choose the "View Data Sheet" Button to control or confirm you data entries in the data table. Be aware that all data entry is only stored by moving to a new record. Contrary to all other OFFICE programs, no "Save" command needs to be applied to store information. Moving to a new or next record does this without intervention by the user. Due to this, involuntarily stored or modified information cannot be remedied as easily as in other OFFICE Applications (NO UNDO in ACCESS)

**Describe New Activity for Data Producing Unit**

Select Country / Org. and Deptment:

## ASTRA: Describe New Activity for Data Producing Unit

Country: Kenya

Organization: CSO

Department: Human Resources

New Activity: Measure Performance of Subject Departments

**How to use this Form**

Click Select Button for Country and Organization and Department in Database. Add Activity. The Country, Organization and Department must have been stored before. Use Button "View Data Sheet" to modify Data in Advanced Mode

Back to Switchboard

**View Data Sheet**

If Data cannot be stored, it is most likely, that data for Country, Organization and Department have not been stored on Step 0. Return to Switchboard by using Button or to Step 0 by closing Form.

Datensatz: 120 von 120

Move back to the switchboard to the Step 1 Data Form to enter a New Training. Likewise choose from the selection list the combination "Kenya CSO: Human Resources Department" and the newly entered Activity.

**ASTRA: Module 1b New Training for Activity in DPU**

### ASTRA: Describe New Training for Activity in Data Producing Unit

Select Country / Orgzation / Deptment and Activity

Burundi	INSEE	Statistique Économique	Activity 7
Burundi	INSEE	Statistique Économique	Activity 8
Burundi	INSEE	Statistique Économique	Activity 9
<b>Kenya</b>	<b>CSO</b>	<b>Human Resources</b>	<b>Measure Performance of Subject Departments</b>
Rwanda	INSEE	Census and Surveys	Activity 13
Rwanda	INSEE	Census and Surveys	Activity 14
Rwanda	INSEE	Census and Surveys	Activity 15
Rwanda	INSEE	Contes Nationaux	Activity 22

New Training Name: \_\_\_\_\_

Datensatz: 278 von 278

Enter the New Training Name and the Subject Description. Longer description can be added later in Step 1 Comments

**ASTRA: Module 1b New Training for Activity in DPU**

### ASTRA: Describe New Training for Activity in Data Producing Unit

Select Country / Orgzation / Deptment and Activity

Country: Kenya

Organization: CSO

Department: Human Resources

Activity: Measure Performance of Subject Departments

New Training Name: WS Performance of Subject Departments

New TrainingSubject: Measure Performance of Subject Departments by Quality Control

Back to Switchboard

**View Activities Data Sheet**

Datensatz: 278 von 278

You can look at the table of activities by choosing the button "View Activities Data Sheet" to find the existing activities. Using ACCESS filters will facilitate the search procedure.

Moving back to Step 1 you should find the form filled with the Activity and Training selected. Having entered more activities and Trainings will show all the entered data.

You will have to complete the form with the Training details and demands like shown below

Microsoft Access - [ASTRA-Modul1: Describe Training Needs for Activity, Department and Years]

ASTRA: Describe Training Needs for Activity, Department and Years

Select Country / Org. and Deptment:

Country: Kenya Organization: CSO Department: Human Resources

Current Activity: Measure Performance of Subject Departments

Current Training: WS Performance of Subject Departments

Buttons: Add New/ Delete Activity, Add New/Delete Training, Back to Switchboard, Refresh Form, New "Service or Institute"

How to use this Form

On First Access to Form: You will enter last Record of File containing Trainings. Move backwards to Change Information on Trainings. Move Forward and Select Country, Organization and Department to enter new Information on Training. Remember that all Trainings have to be related to Activities. The Relation is established selecting an Activity and a Training (both are highlighted). This selection is shown additionally in the fields "Current Activity" and "Current Training"

Related Activities and Trainings are highlighted. Existing and related Activities can only be deleted (see button above). Select one or several by clicking lines in both boxes, joining Activities and Trainings. Relations can only be made individual (1 : 1)

Select one or several by clicking line. Enter New Type by Clicking Button

Select / Enter number

Enter Comment

Starting this Form you are placed at the LAST existing Record. Move NEXT if you want to enter new data

Datensatz: 278 von 278

Formularansicht

This will finish Step1 Data Entry.

Results of Data Entry can be summarized in Assessment Report 1. Moving to Step5 on the Switchboard, choose the appropriate data entry and view, print or store the Assessment Report 1

FormMod5a\_ChoseDPUForAR1 : Formular

ASTRA: Choose Data Producing Unit and Department to Release Assessment Report 1

Select Country / Org. and Deptment:

Click Select Button to select Country and Services or Institutes / Clear all Inputs (Toggle)

Country: Kenya

Organization: CSO

Department: Human Resources

Buttons: Back to Switchboard, Assessment Report 1

Assessment Report1

Assessment Report 1

Training Needs of Departments of Data Producing Units

1. Data Producing Unit

Country

Organization

Department

Kenya

CSO

Human Resources

The Department has 30 permanent staff members. Of these 10 are female 20 are male.

The Department has 61 nonpermanent staff members. Of these 21 are female 30 are male.

Last Year 4 professional Staff Members left the department for various reason

2 New Professional Staff Members would be needed for the next 3 years. Details of Staff requirements may have been indicated in Comments of Departments.

Main (Generalized) Activities for next 3 years (Subsided Activities may be indicated in further below in Comments)

Organize Capacity Building Programme for CSO

Exchange of Professional Staff with Bio African Community

Subject Department Performance Measurement

Main Strengths of Department (More detailed Strengths may be indicated in further below in Comments)

High Statistical Capacity

High Technical Background

Main Weaknesses of Department (More detailed Weaknesses may be indicated in further below in Comments)

Deficiency: Group Management

Deficiency: Change Management

Deficiency: Evaluation of Subject Department Performance

Assessment Report for Country: Kenya

Organization: CSO

Department: Human Resources

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Seite: 1

More about Assessment Reports will be explained for Step5

## 15.8 Module 2: Step 2- Institutional Decision Makers Allocate Budget and Priorities

This Form allows choosing Budget Shares for different Trainings per Year. All Trainings are displayed having been entered for the Country/Organization selected.

Initially the Form is almost blank and having selected a Country/Organization (Button 0), the Budget Shares and Priorities can be modified (8). Budget Shares can be displayed (9) and Final Comments can be added or modified

The following fields are meant for data input (or modification) for this form

Number	What to enter or to do?
0	Select DPU (select from list). A select box appears to select a DPU from the ones described in Step 0. The choices (country, Organization will appear in text fields (1-2) below. This is a toggle button; select box will appear and disappear, if this button is clicked. If choices have been made, selection box will disappear likewise.
1	Country (selected from list after clicking button 0)
2	Organization or Institute (selected from list after clicking button 0)
3	Information only, No Navigation Buttons in this Form
4	Enter new Country/ Organization or modify one (click button). This transfers control to Step 0 Form
5	Back to Switchboard (click button)
6	Refresh Form, if errors occur or user got stuck (click button). <ESC> button might still be pressed before being able to continue
7	Buttons to activate other Modules /Steps (click button). Current Module (Step) is grey, others can be selected
8	Shares and Priorities can be modified. Clicking shows and Removes Items (Toggle)
9	Budget Shares can be displayed. Clicking shows and Removes Items (Toggle)



Number	What to enter or to do?
10	Final Comments can be added or modified. Clicking shows and Removes Items (Toggle)
11	Help and Information about the Form content

After selecting Country/Organization (Button 0) select Modifying Budget Shares (8) the Form shows the following:

**ASTRA: Describe Institutional Training Priorities and Budget**

Select Country and Organization: Country: Uganda Organization: UBOS

Institutional Information from Input of Departments. Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

New "Service or Institute"

Back to Switchboard

Refresh Form

Modul1 Modul2 Modul3 Modul4 Modul5 - Assessment Reports

Data for 2009

TextDepartment:	T_NrV:	Training Name:	Priority:	BudgetShare
Census and Surveys	24	GIS Training	Low	20
Census and Surveys	26	Poverty Analysis	High	15
Central	8	Project Management and Project Coordination	Very High	10
Central	9	Project Management and Project Coordination	Very High	10
Central	10	Project Management and Project Coordination	Medium	10
Central	13	Project Management and Project Coordination	High	20
Central	15	Project Management and Project Coordination	High	15

Data for 2010

TextDepartment:	T_NrV:	Training Name:	Priority:	BudgetShare
Census and Surveys	23	Training on Population Forecasts	High	10
Census and Surveys	25	GIS Training	Very High	50
Central	11	Quality Management	High	30

Data for 2011

TextDepartment:	T_NrV:	Training Name:	Priority:	BudgetShare
Census and Surveys	27	Public Relations	Medium	50
Central	12	New Training1	Very High	50

How to use this Form

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year. Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments...". You can start AR3 from there by pressing Button "Show Report". Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

Institutional Comments on Training, Budget and Staff Requirements

Number	What to enter or to do?
1	Each of the three Forms in a Form display a selection of Trainings data for that particular year and country and Organization.
2	Modify Priorities if required. The Priorities are displayed as indicated in Module 1. For the sake of harmonizing Priorities within the Organization, they can be modified here by the resource person entitled to do so.
3	Modify Budget Shares if required. Budget Shares initially are set to 0 each. The Budget Shares are considered Percentages. The Total Sum of Column should not exceed 100. This can be verified in the next screen (Button 4)
4	Preview of Sums of Budget Shares

After having modified the Priorities and Budget Shares, preview contents of AR3 by pressing Button 4.

Microsoft Access - [ASTRA-Modul2: Describe Institutional Training Priorities and Budget]

## ASTRA: Describe Institutional Training Priorities and Budget

Click Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

Country:  Organization:

Institutional Information from Input of Departments. Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Modul1 Modul2 Modul3 Modul4 Modul5 - Assessment Reports

Filterfelder hierher ziehen

				2009	2010	2011	
Text	Department	TNr	Training Name	Priority	BudgetShare	BudgetShare	
All Data	Central	25	GIS Training	Very High		50	
		26	Poverty Analysis	High	15		
		27	Public Relations	Medium		50	
	Central	8	Project Management and Project Coordination	Very High	10		
		9	Project Management and Project Coordination	Very High	10		
		10	Project Management and Project Coordination	Medium	10		
		11	Quality Management	High		30	
		12	New Training1	Very High		50	
		13	Project Management and Project Coordination	High	20		
		14	Project Management and Project Coordination	High	15		
		15	Project Management and Project Coordination	High			
	<b>Gesamtergebnis</b>				<b>100</b>	<b>90</b>	<b>100</b>

Filterfelder hierher ziehen

				2009	2010	2011
Text	Department	TNr	Training Name	Comment	Training Name	Comment
All Comments	Census and Surveys	24	GIS Training	This GIS Training is for Ext	23 Training on Populator Traing for decs	27 Public Relations
		26	Poverty Analysis	Training for Trainers at High	25 GIS Training	This GIS Training is for Ext
	Central	8	Project Management : Project Management (PM)		11 Quality Management	Design of Dissemination St
		9	Project Management and Project Coordination		12 New Training1	More
		10	Project Management and Project Coordination			
		11	Quality Management			

Modify Budget Shares or Priorities

4 Show Overall Budget Shares by Departments

How to use this Form

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year. Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments...". You can start AR3 from there by pressing Button "Show Report". Move to Switch Board for Assessment Reports and use AR3 to Export Tables to Excel

3 Institutional Comments on Training, Budget and Staff Requirements

Number	What to enter or to do?
1	This table displays Budget Shares for each of the Trainings. Trainings are identified by Department, Training Nr, Training Name and Priority. That table shows the Budget share for the corresponding year, No changes can be administered here. If Sums (Red numbers in last line) exceed 100, return to previous Form pressing Button 4
2	This table displays Comments on Trainings as entered in Module 1. No changes can be administered here. If Comments have to be modified, this is only possible in Module 1. Tables allow scrolling with scroll bars. These tables are meant to be previews of Assessment Report 3 contents. These Comments are the ones given in Module 1, whereas the Final Comments are supposed to summarize the opinion of the Organization.
3	Move to next screen to add or modify Final Comments or return to previous screen to modify data (press Button 4)

Being satisfied with the Budget Shares and Priorities given to the Trainings, press Button 3 for the Final Comments

**ASTRA: Describe Institutional Training Priorities and Budget**

Select Country and Organization: Country: Uganda Organization: UBOS

Institutional Information from Input of Departments. Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

New "Service or Institute"

Back to Switchboard

Refresh Form

Modul1 Modul2 Modul3 Modul4 Modul5 - Assessment Reports

**Finish Display Selected Reports, Enter Comments and Show Assessment 3 Report**

**General Comments:**  
Training Demands on Central Level have to be satisfied with high priority; Knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this. All domestic training for Statistics and Business Tendency Surveys can be done on institutional budget.  
HH Survey 2010...from UBOS

**Comments on Staff Demands:**  
Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics/ Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNA

**How to use this Form**

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year. Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments...". You can start AR3 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

**Institutional Comments**

**How to use this Form**

Enter Comments for Organization in appropriate Forms. Finish and Store Comments on: Training Demand, Budget and Long Term Staff Requirement by using Navigation Buttons and Exit. You can toggle this Form by Clicking on Button "Final Comments...". You can start AR3 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

Datensatz: 1 von 1

**Institutional Comments on Training, Budget and Staff Requirements**

Number	What to enter or to do?
1	This table displays Comments by the Organization on General Issues. New Comments can be added here for a new Organization in the Data Base or an existing one can be modified as in a text editor
2	This table displays Comments by the Organization on Staff I Issues The same applies as for table in 1
3	Move to next screen to display Assessment Report pressing Button 3, Button 4 closes the Final Comments and stores them. If you want to display the Assessment Report 3 using the Module 5 you can do so. The advantage of the Report Module is the possibility of Export to WORD and EXCEL. (more about this in the description there)
4	Toggle Comment Boxes
5	Store modified contents of Comment Boxes by moving to next record

The Comments from this Form are stored in the Data Base in File “A4For\_Service\_In\_Country”

The Assessment Report 3 will show after pressing Button 3 and can be printed, preferably in PDF to maintain the layout. More details about AR 3 will be given in the chapter about Module 5.

### The Example:

To continue with the exercise for “Kenya CSO: Human Resources Department” choose Step 2 Form and enter selection

**ASTRA: Describe Institutional Training Priorities and Budget**

Country: Kenya  
Organization: CSO

Institutional Information from Input of Departments.  
Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

New "Service or Institute"  
Back to Switchboard  
Refresh Form  
Modify Budget Shares or Priorities  
Show Overall Budget Shares and Priorities and Comments by Departments  
Institutional Comments on Training, Budget and Staff Requirements

**How to use this Form**

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year. Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments..". You can start AR3 from there by pressing Button "Show Report". Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

TextDepartment	T_NrV	Training Name	Priority	BudgetShare
Human Resources	333	W/S Performance of Subject Departments	Very High	100
Human Resources	335	Change Management	High	80

Since only two Trainings have been described for this DPU, only these Budget shares can be selected. Likewise the Screen after pressing the button “Overall Budget shares...” shows the tables for these two Trainings

**ASTRA: Describe Institutional Training Priorities and Budget**

Country: Kenya  
Organization: CSO

Institutional Information from Input of Departments.  
Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

New "Service or Institute"  
Back to Switchboard  
Refresh Form  
Modify Budget Shares or Priorities  
Show Overall Budget Shares and Priorities and Comments by Departments  
Institutional Comments on Training, Budget and Staff Requirements

**How to use this Form**

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year. Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments..". You can start AR3 from there by pressing Button "Show Report". Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

TextDepartment	T_NrV	Training Name	Priority	BudgetShare
Human Resources	333	W/S Performance of Subject Departments	Very High	100
Human Resources	335	Change Management	High	80
<b>Gesamtergebnis</b>				<b>100</b>

The Final Comments will be added and the Assessment Report 3 can be released

Microsoft Access - [ASTRA-Modul2: Describe Institutional Training Priorities and Budget]

Database | Bearbeiten | Ansicht | Einfügen | Format | Datengänge | Extras | Fenster | ?

Frage hier eingeben

**ASTRA: Describe Institutional Training Priorities and Budget**

Select Country and Organization: Country: Kenya Organization: CSO

Institutional Information from Input of Departments. Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click: Select Button to enter Data for selected Country and Services or Institutes / Clear all Inputs (Toggle)

New "Service or Institute"

Back to Switchboard

Refresh Form

Modul1 | Modul2 | Modul3 | Modul4 | Modul5 - Assessment Reports

Modify Budget Shares or Priorities

Show Overall Budget Shares and Priorities and Comments by Departments

**Finish Display Selected Reports, Enter Comments and Show Assessment 3 Report**

**General Comments:**  
These are General Comments for Test Purposes for Kenya CSO

**Comments on Staff Demands:**  
These are Comments on Staff Demands for Test Purposes for Kenya CSO

**Show Report**

**How to use this Form**

Enter Comments for Organization in appropriate Forms. Finish and Store Comments on: Training Demand, Budget and Long Term Staff Requirement by using Navigation Buttons and Exit. You can toggle this Form by Clicking on Button "Final Comments...". You can start AR3 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

**How to use this Form**

Move to Modify Budget Shares to distribute 100 Percentage points among the different Trainings within one year: Select "Show Overall Budget Shares" to Verify that Sum does not exceed 100 (%). Finish Data Input and Continue entering Institutional Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "Institutional Comments...". You can start AR3 from there by pressing Button "Show Report". Move to Switch Board for Assessment Reports and use AR3 there to Export Tables to EXCEL

Institutional Comments on Training, Budget and Staff Requirements

Datensatz: 1 von 1

Formularansicht

The Assessment Report 3 can be released pressing the button "Show Report" or in Step 5. More details about this in the section describing the Assessment Reports and Module 5.

## 15.9 Module 3: Step 3: National Statistical System Coordination

Subsequent steps are based on the elementary reports AR1, AR2 and AR3 and generally allow to add Comments and remarks by a resource person on behalf of the National Statistical System, a Donor representative, a Regional representative or a Statistical Training Centre.

In Module 3 a NSS representative is supposed to review the reports from the previous steps review the budget allocations and Comments from the different Organizations and the respondent can add Comments about the Needs and Requests from the view of the NSS.

The budget allocations and Priorities of the Training can only be **reviewed** in this Module; changes have to be administered in the previous step. The Budget responsibility will usually be in the hands of Organizations like ministries and NSO, the NSS resource person will be able to review, compare and analyze National demands reviewing all available Organizations

The Data Entry Form will look like this:

The screenshot shows a Microsoft Access database form titled "ASTRA-Modul3: Describe NSS Training Demand". The form is divided into several sections:

- Top Section:** Includes a title bar, menu bar, and a search box. It also contains a section for "ASTRA-1 NSS Describes National and Institutional Training Demand" with a "Country" dropdown set to "Tanzania".
- Left Panel:** Contains three sections: "All Data", "All Org. Comments", and "All Dept. Comments". Each section has a "Filterfelder hierher ziehen" (drag filter fields here) button.
- Main Data Table:** A table with columns: TextService, TextDepartment, Titr, Training Name, Priority, BudgetShare, and Year. The table is filtered to show data for Tanzania. The table has a scroll bar at the bottom.
- Right Panel:** Contains a section titled "How to use this Form" with instructions on how to use the form, including a "Show Overall Budget Shares" button and a "Show Overall Budget Shares and Priorities and Comments by Selected Organizations" button.
- Bottom Section:** Contains a "Formularansicht" (Form View) button.

Number	What to enter or to do?
0	Select available country. A select box appears to select a country from the ones described in Step 0. This is a toggle button; select box will appear and disappear, if this button is clicked. If choices have been made, selection box will disappear likewise.
1	Country (selected form list after clicking button 0)
2	Organization or Institute (selected form list after clicking button 0. All Organization will be selected (coloured). Only selected Organizations will be included in the reports. Select/Deselect by clicking on Organization. Deselected Organizations will appear in normal writing in the list.
3	Click on Box Names. Toggle Button to make appear/disappear the report boxes. The report boxes have scroll bars to show hidden part of tables.
4	Enter new DPU or modify one (click button). This transfers control to Step 0 Form

Number	What to enter or to do?
5	Back to Switchboard (click button)
6	Refresh Form, if errors occur or user got stuck (click button). <ESC> button might still be pressed before being able to continue
7	Shows current report boxes to be included in AR4. This is a toggle button; report box for selected Organizations will appear and disappear
8	Shows boxes to enter Final Comments to be included in AR4
9	Table shows all budget shares for selected Organizations. Trainings appear with numbers, Training name, priority and budget share by year. Trainings are grouped for Department and then Organization.
10	Table shows all Comments by Departments on Trainings. Trainings appear with numbers, Training name. Trainings are grouped for Department and then Organization and in Columns by Years.
11	Table shows all Comments by Organizations. This will allow NSS resource person a comparison of Comments and reports of different Organizations as entered in previous steps
12	Help and Information about the Form content
13	Buttons to activate other Modules /Steps (click button). Current Module (Step) is grey, others can be selected
14	Help and Information about the selection options of the Form

It is possible that not all Comments and texts are shown completely. The Assessment reports in Step 5 will allow exporting these tables to EXCEL or WORD to include complete texts into final reports

### The Example:

To continue with the exercise for “Kenya CSO: Human Resources Department” choose Step 3 Form and enter selection

The screenshot shows the Microsoft Access application window titled "ASTRA-Modul3: Describe NSS Training Demand". The main form area displays data for Kenya CSO. At the top, there are fields for "Country" (Kenya) and "List of Organizations" (CSO). Below this, there are several tables and filters. One table shows "BudgetShare" for 2009 and 2010, with values 100 and 80 respectively. Another table shows "Comments" by Departments on Trainings, with columns for TextService, TextDepartment, Training Name, Priority, and Comment. The interface includes various buttons and a sidebar with navigation options like "All Data", "All Dept. Comments", and "All Org. Comments".

Obviously there is only one Organization in Kenya so far (the CSO) and the Budget shares, which have been given in the previous steps, are displayed again. Comments about the individual Trainings are displayed in the centre box, Comments from the Organizations are displayed in the bottom table. Refer to Step5 to learn how to display complete tables.

Press button “NSS Final Comments..” to show Form to enter Final Comments

Microsoft Access - [ASTRA-Modul3: Describe NSS Training Demand]

ASTRA: NSS Describes National and Institutional Training Demand

Select Country and Organization: Country: Kenya List of Organizations: CSO

Institutional Information from Input of Organization, Changes need to be administered at appropriate Forms

No Navigation Buttons in this Form

Click Select Button to enter Data for selected Country Clear all Inputs (Toggle), All Org. are selected, Deselect by Clicking. Changes in Subforms below appear after selecting Button "Show Overall Budget.. " twice

New "Service or Institute"

Back to Switchboard

Refresh Form

Modul1 Modul2 Modul3 Modul4 Modul5 - Assessment Reports

Finish Display of Selected Reports, Enter NSS Comments and Show Assessment 4 Report

General Comments:  
These are General Comments for Test Purposes for Kenya NSS

Comments on Staff Demands:  
These are Comments on Staff Demands for Test Purposes for Kenya NSS

Show Report

How to use this Form

Having regarded the results of selected Organizations, enter Comments for NSS in appropriate Forms. Finish and Store NSS Comments on: Training Demand, Budget and Long Term Staff Requirement by using Navigation Buttons and Exit. You can toggle this Form by Clicking on Button "NSS Final Comments.. ". You can start AR4 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use AR4 there to Export Tables to EXCEL

Show Overall Budget Shares and Priorities and Comments by Selected Organizations + Comments from selected All Organizations

How to use this Form

Select: "Show Overall Budget .. " to show all Summary Outputs from National Organizations: Subforms on Budget Shares, Comments by Departments and Comments by Organizations are available. Verify Results, for example that Sums of Budget Shares do not exceed 100 (%). You cannot alter Data here but toggle (see or hide) Subforms by Clicking on Labels. Finish or Continue entering NSS Comments on: Training Demand, Budget and Long Term Staff Requirement by Clicking on Button "NSS Final Comments.. ". You can start AR4 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use AR4 there to Export Tables to EXCEL

NSS Final Comments on Training, Budget and Staff Requirements

Datensatz: 1 von 1

Formularansicht

The Assessment Report 4 can be released pressing the button "Show Report" or in Step 5. More details about this in the section describing the Assessment Reports

The Report shows Budget Shares, Comments on Trainings by Departments for all selected Organizations and Departments and Final Comments by NSS

Assessment Report 4

National Statistical System Coordination Assess Demand for Statistical Training

Country Kenya

Budget Shares and Priorities by Trainings by Year of selected Organizations

Filterfelder hierher ziehen

Text/Service	Text/Department	TNR - Training Name	Priorität	2009 Budgetshare	2010 Budgetshare
CSO	Human Resources	333	Very High	100	
		335	High		80
Gesamt				100	80

Assessment Report4 for Country Kenya Selected Organizations All Departments 29.09.2008 Page 1

Seite: 1



## 15.10 Module 4: Others than National Organizations Comment on Statistical Training

Subsequent steps are supposed to be based on the selected and generated Reports AR3 from the Database, and reports AR4 containing Comments by resource persons of the NSS in Step 3, Donor demands (step 4-> AR5), Training Institutions (step 4 -> AR6) and resource persons of regional Organizations (step 4-> AR7)..


The different Reports AR5, AR6 and AR7 are released from this same data entry form:

Number	What to enter or to do?
0	This is a toggle button; select lists will appear and disappear, if this button is clicked. If choices have been made, selection lists will disappear likewise.
1	Select available countries. A select list appears to select countries from the ones described in Step 0. Countries can be selected or deselected. If a country is selected, all related Organization will appear in Box 2 (after click)
2	Select available Organizations. A select list appears to select Organizations from the ones described in Step 0. Organizations can be selected or deselected. If a Organizations is selected, all related Departments will appear in Reports
3	Click on Box Names. Toggle Button to make appear/disappear the report boxes. The report boxes have scroll bars to show hidden part of tables.
4	Enter new DPU or modify one (click button). This transfers control to Step 0 Form
5	Back to Switchboard (click button)
6	Refresh Form, if errors occur or user got stuck (click button). <ESC> button might still be pressed before being able to continue
7	Shows current report boxes to be included in AR5/ AR6 / AR7. This is a toggle button; report box for selected countries/ Organizations will appear and disappear
8	Help and Information about the Form contents and Selection options

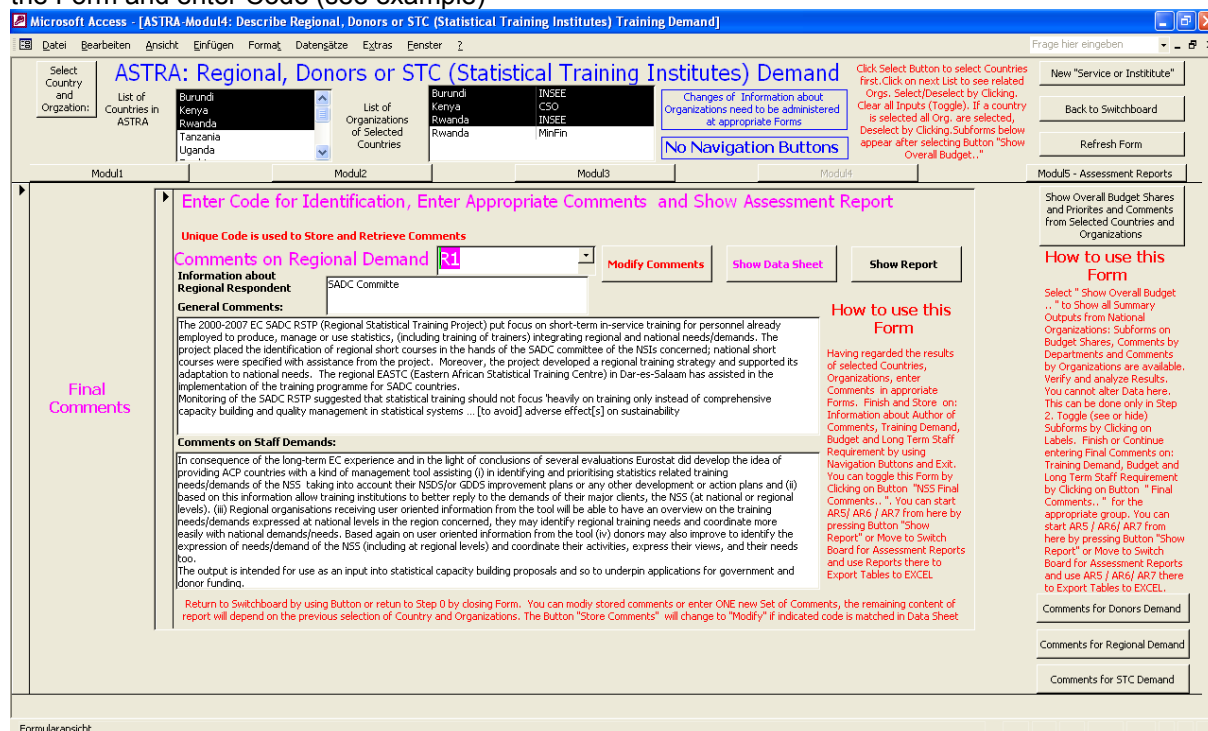
Number	What to enter or to do?
9	Table shows all budget shares for selected countries and Organizations. Trainings appear with numbers, Training name, priority and budget share by year. Trainings are grouped for Department and then Organizations and then Countries.
10	Table shows all Comments by Departments on Trainings. Trainings appear with numbers, Training name. Trainings are grouped for Department and then Organization and then Countries and in Columns by Years.
11	Table shows all Comments by Organizations. Comments are grouped by Organizations and then Countries
12	Table shows all NSS Comments. Comments are grouped by Countries
13	Buttons to activate other Modules /Steps (click button). Current Module (Step) is grey, others can be selected.
14	Button to enter Comments for Donors and Release Assessment Report 5. This is a toggle button; selected form will appear and disappear
15	Button to enter Comments for Regions and Release Assessment Report 6. This is a toggle button; selected form will appear and disappear
16	Button to enter Comments for Statistical Training Centres and Release Assessment Report 7. This is a toggle button; selected form will appear and disappear

The Assessment reports in Step 5 will allow exporting these tables to EXCEL or WORD to include complete texts into final reports since it is possible that not all Comments and texts are shown Having selected "Comments for Regional Demand" for example, the following sub-form will appear: All Comments Forms for AR5, AR6, AR7 behave very similar.

Number	What to enter or to do?
0	This is a text box to select a code for an existing report of that type (AR5, AR6, AR7) Enter a new code for a new report with new Comments; using this buttons, existing Comments can be modified. The modification refers to Comments only because the tables storing Comments about Trainings, Organizations and NSS contain information from previous steps. Entering Code in text box0, the Comments related to this code is retrieved from the data file. If the code exists, then related information is retrieved in the text boxes. If an unknown code is entered , reaction depends on Button wording of 1 (see there)

Number	What to enter or to do?
1	<p>Button to store Comments in Data Base, The Selection of Organizations and Countries is not directly related to the Comments. The only indication to retrieve the stored Comments is by using the code (field 0). Comments from Module 4 are separated for distinct groups (Donors, Regions, STC). Button wording toggles between “Store..” and “Modify..”.</p> 
2	Button shows data sheet of contents and codes for the current group (Donors, Regions, STC)
3	Show report containing tables and current Comments
4	Enter description about Donors, Regions or STC that reader of report can identify the authors
5	Comments First Part
6	Comments Second Part

the Form and enter Code (see example)



**ASTRA: Regional, Donors or STC (Statistical Training Institutes) Demand**

**Enter Code for Identification, Enter Appropriate Comments and Show Assessment Report**

**Unique Code is used to Store and Retrieve Comments**

**Comments on Regional Demand**

**Information about Regional Respondent:** SADC Committee

**General Comments:**

The 2000-2007 EC SADC RSTP (Regional Statistical Training Project) put focus on short-term in-service training for personnel already employed to produce, manage or use statistics, (including training of trainers) integrating regional and national needs/demands. The project placed the identification of regional short courses in the hands of the SADC committee of the NSIs concerned; national short courses were specified with assistance from the project. Moreover, the project developed a regional training strategy and supported its adaptation to national needs. The regional EASTC (Eastern African Statistical Training Centre) in Dar-es-Salaam has assisted in the implementation of the training programme for SADC countries.

Monitoring of the SADC RSTP suggested that statistical training should not focus heavily on training only instead of comprehensive capacity building and quality management in statistical systems ... [to avoid] adverse effect[s] on sustainability

**Comments on Staff Demands:**

In consequence of the long-term EC experience and in the light of conclusions of several evaluations Eurostat did develop the idea of providing ACP countries with a kind of management tool assisting (i) in identifying and prioritising statistics related training needs/demands of the NSS, taking into account their NSSs (or GDS) improvement plans or any other development or action plans and (ii) based on this information allow training institutions to better reply to the demands of their major clients, the NSS (at national or regional levels). (ii) Regional organisations receiving user oriented information from the tool will be able to have an overview on the training needs/demands expressed at national levels in the region concerned, they may identify regional training needs and coordinate more easily with national demands/needs. Based again on user oriented information from the tool (iv) donors may also improve to identify the expression of needs/demand of the NSS (including at regional levels) and coordinate their activities, express their views, and their needs too.

The output is intended for use as an input into statistical capacity building proposals and so to underpin applications for government and donor funding.

**Return to Switchboard by using Button or return to Step 0 by closing Form. You can modify stored comments or enter ONE new Set of Comments, the remaining content of report will depend on the previous selection of Country and Organizations. The Button "Store Comments" will change to "Modify" if indicated code is matched in Data Sheet**

**How to use this Form**

Having regarded the results of selected Countries, Organizations, enter Comments in appropriate Forms. Finish and Store on: Information about Author of Comments, Training Demand, Budget and Long Term Staff Requirement by using Navigation Buttons and Exit. You can toggle this Form by Clicking on Button "NSS Final Comments..". You can start AR5/ AR6 / AR7 from here by pressing Button "Show Report" or Move to Switch Board for Assessment Reports and use Reports there to Export Tables to EXCEL.

**Final Comments**

**Comments for Donors Demand**

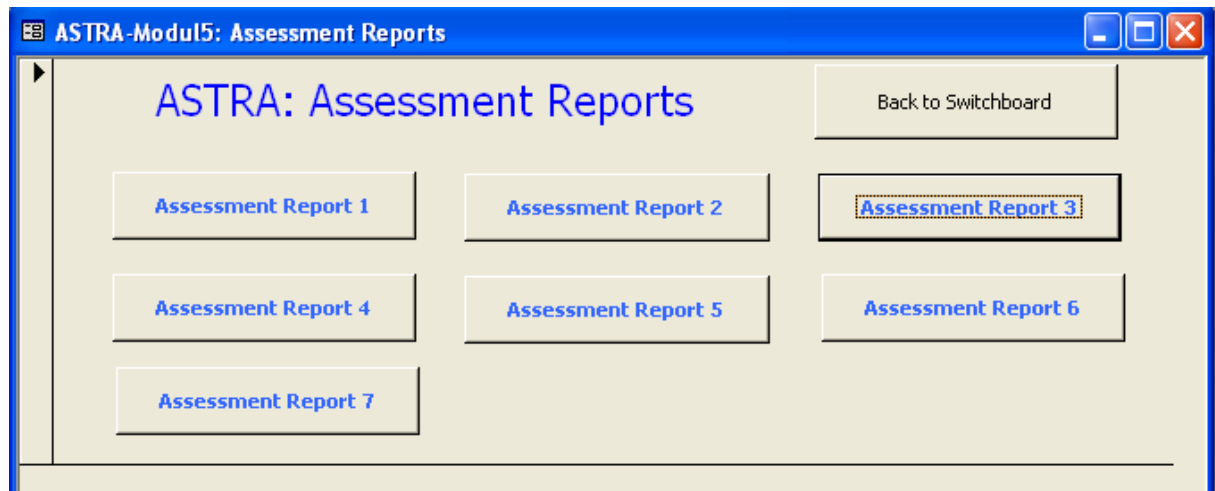
**Comments for Regional Demand**

**Comments for STC Demand**

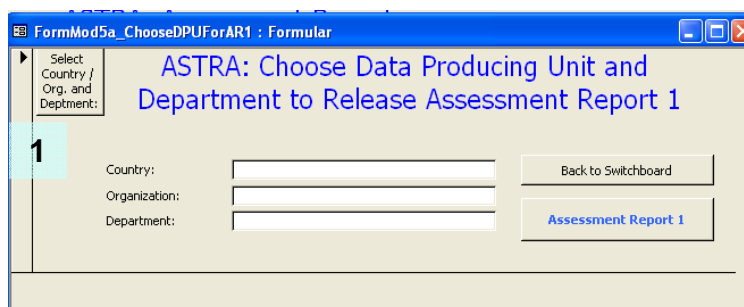
The Assessment Report (AR6 in the example) can be released pressing the button “Show Report” or can be called in Step 5. More details about this in the section describing the Assessment Reports



## 15.11 Module 5 Assessment Reports: Assessment Reports 1 and 2



This Step5-Form has no Navigation Buttons, since there are no records to store; the Assessment Reports are created from database information. Choosing one of the Assessment Reports, choices have to be made for selecting the necessary input for the corresponding Report.



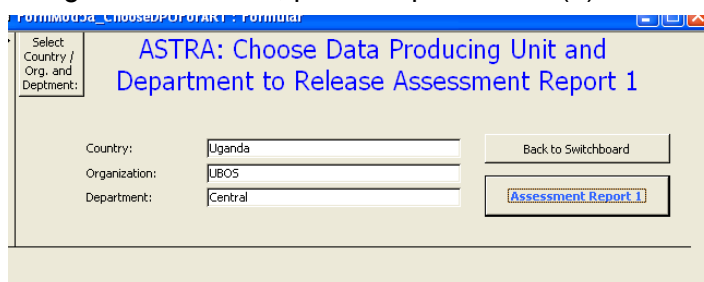
Choosing “Assessment Report1” opens the following form

The toggle button (1) allows as in the other form to select a DPU clicking on a selected line to fill the corresponding

fields for country, Organization and department.

No modification is possible; modification of table contents is only possible through other entry forms as explained in Step0 and Step1.

Having chosen a DPU, press Report button (2)



The Assessment Report 1 is generated for the DPU, showing on different pages:

1. General information about the DPU (1)

**Assessment Report 1**

**Training Needs of Departments of Data Producing Units**

1. Data Producing Unit: Country: Uganda Organization: UBOS Department: Central

The Department has 300 permanent staff members. Of these 120 are female 171 are male.

The Department has nonpermanent staff members. Of these are female are male.

Last Year 48 professional Staff Members left the department for various reason

12 New Professional Staff Members would be needed for the next 3 years. Details of Staff requirements may have been indicated in Comments of Departments.

Main (C entralized) Activities for next 3 years (Sublet Activities may be indicated in further below in Comments)

a. Supervise and Coordinate 2009 Census  
b. Harmonize Donor Budgets for 2009 Census  
c. Supervise and Coordinate 2011 HH Survey  
d. Harmonize Donor Budgets for 2011 HH Survey  
e. Coordinate Line Ministries Inputs and Feedback as defined in NSDS

Main Strengths of Department (More detailed Strengths may be indicated in further below in Comments)

a. Strong on Teambuilding  
b. Very good computer skills

Main Weaknesses of Department (More detailed Weaknesses may be indicated in further below in Comments)

a. Project Management Skills of Supervisors not up to date

Assessment Report 1 22.07.2008 Page 1

Seite: 1 2

like Name of Country, Organization and Department, Number of Permanent and Temporary Staff etc. as stored in Step0. Move to next pages with the Navigation Buttons in Report (2). The report can also be exported to Word or printed in PDF. For the chosen DPU the following information is shown

2. Training by Activity

**Training by Activity**

Filterfelder hierher ziehen

Activity:	Year: 2009		2010		2011	
	Training Name:		Training Name:		Training Name:	
Coordinate Data Dissemination (Standards and Procedures)	Project Management and Project Cool	8				
Coordinate Line Ministries Inputs and Feedback as defined in NSDS	Project Management and Project Cool	9				
Harmonize Donor Budgets for 2009 Census	Project Management and Project Cool	10				
Harmonize Donor Budgets for 2011 HH Surveys new			Quality Management	11		
New Activity					New Training1	12
Supervise 2012 Survey	Project Management and Project Cool	13				
Supervise and Coordinate 2011 HH Survey	Project Management and Project Cool	15				

The Trainings are listed according to Activity and by years. Each Training has been attributed a Number (in red) by the Database. All the Tables produced in the Reports are



Microsoft Pivot Tables and as such can easily be exported to EXCEL format for more flexible formatting than is possible in ACCESS. This export feature has to be managed by menu choices but can easily be implemented as a database facility of ASTRA

### 3. Training Details

On the subsequent page the Training details are shown in the ACCESS Pivot Table or as an example as a possible presentation in EXCEL or WORD after export

Training Details by Year

Filter/Sorter/Filterer/Filterer

Tr N	Training Name:	Training Subject:	Activity:	Staff Nr	TrgDays	Type of Training:	Priority:	Year:
8	Project Management and Project Coordination	Project Management Training	Coordinate Data Dissemination (Standards and Procedures)	2	5	Individual Training	Very High	2009
9	Project Management and Project Coordination	Project Management and Project Coordination	Coordinate Line Ministries Inputs and Feedback as defined in NSDS	33	5	Individual Training	Very High	2009
10	Project Management and Project Coordination	Continuous coaching of supervisors	Harmonize Donor Budgets for 2009 Census	12	7	Individual Training	Medium	2009
11	Quality Management	Continuous coaching of supervisors for QM	Harmonize Donor Budgets for 2011 HH Surveys new	12	2	In-house Consultants External	High	2010
12	New Training1	Descr QM	New Activity	33	12	In-house Consultants Local	Very High	2011
13	Project Management and Project Coordination	New Training1 Descr	Supervisors 2012 Survey	5	2	Individual Training	High	2009
15	Project Management and Project Coordination	Design Control Dissemination	Supervisors and Coordinate 2011 HH Survey	2	5	Individual Training	High	2009

This is how tables could look after export to EXCEL

Tr N	Training Name:	Training Subject:	Activity:	Staff Nr	TrgDays	Type of Training:	Priority:	Year:
8	Project Management and Project Coordination	Project Management Training	Coordinate Data Dissemination (Standards and Procedures)	2	5	Individual Training	Very High	2009
9	Project Management and Project Coordination	Project Management and Project Coordination	Coordinate Line Ministries Inputs and Feedback as defined in NSDS	33	5	Individual Training	Very High	2009
10	Project Management and Project Coordination	Continuous coaching of supervisors	Harmonize Donor Budgets for 2009 Census	12	7	Individual Training	Medium	2009
11	Quality Management	Continuous coaching of supervisors for QM	Harmonize Donor Budgets for 2011 HH Surveys new	12	2	In-house Consultants External	High	2010
12	New Training1	Descr QM	New Activity	33	12	In-house Consultants Local	Very High	2011

Tr N	Training Name:	Training Subject:	Activity:	Staff Nr	TrgDays	Type of Training:	Priority :	Year :
13	Project Management and Project Coordination	New Training1 Descr	Supervise 2012 Survey	5	2	Individual Training	High	2009
15	Project Management and Project Coordination	Design Central Dissemination Strategy and supervise implementation	Supervise and Coordinate 2011 HH Survey	2	5	Individual Training	High	2009

#### 4. Training Comments

Training Number	Comment:
8	Project Management (PM) has to be improved on Central Level: Execution of PM and Controlling can be transferred to Departments
9	Coaching of PM by consultant -> hands on task
10	Coaching of PM by consultant -> hands on task
11	Design of Dissemination Strategy by NSI Central Services. Execution of Dissemination Strategy can be transferred to Departments
12	More Comment New 1
13	Comments
15	Design of Quality Management Strategy by NSI Central Services. Execution of Quality Management Strategy can be transferred to Departments

The last page 4.) shows a table with the Comments about each individual Training of the DPU. Here the export to EXCEL / WORD seems to be especially useful allowing adjustment of cell sizes to text, which is not possible in ACCESS Pivot Tables.


The Assessment Report 2 is very similar asking for a selection of Country and Organization and producing a very similar report for the whole Organization, splitting up for the different Departments

After Pressing the Button "Assessment Report " first the Pivot Table displaying the information included in the Reports are displayed and. Additionally a Message box is displayed allowing the following options

1. Yes = Close all Tables and Show Report
2. No = Close all Tables and Cancel



### 3. Cancel = Leave Tables on Screen and Cancel


Option 3 allows exporting the tables to EXCEL (using the menu item  or using the file menu) allowing improving layout or including tables in other documents. The differences can be seen above or at the end of this chapter showing Assessment Reports in WORD layout or in PDF as printed by Database.

## 15.12 Assessment Reports 3

As in the previous reports, choose main form in Module 5 as above, then choose Assessment Report 5 and Country and Organization as usually

Pressing the Button “Assessment Report 3” shows first the Pivot Table displaying the Budget Shares and behind it the Table containing the Comments as explained in Module 2. Additionally a Message box is displayed allowing the following options

4. Yes = Close all Tables and Show Report
5. No = Close all Tables and Cancel
6. Cancel = Leave Tables on Screen and Cancel

Option 3 allows exporting the tables to EXCEL (using the menu item  or using the file menu) allowing improving layout or including tables in other documents. The differences can be seen above or in an Annex showing Assessment Reports in WORD layout or in PDF as printed by Database.

Option 1 shows the Assessment Report 3 as would be done in Module 2, showing on different pages:

1. General information about the Organization

Allowing to leaf through the report with the navigation buttons showing next the

2. Budget Share of Trainings by years

Budget Share of Trainings by Year

File   Edit   View   Help				Year		
				2009	2010	2011
Text	Department:	Training Name:	Priority:	Budgetshare	Budgetshare	Budgetshare
23	Central	Training on Population Forecasts	High		10	
24	Central	GIS Training	Low	20		
25	Central	GIS Training	Very High		50	
26	Central	Poverty Analysis	High	15		
27	Central	Public Relations	Medium			50
8	Central	Project Management and Project Coordination	Very High	10		
9	Central	Project Management and Project Coordination	Very High	10		
10	Central	Project Management and Project Coordination	Medium	10		
11	Central	Quality Management	High		30	
12	Central	New Training	Very High			50
13	Central	Project Management and Project Coordination	High	20		
15	Central	Project Management and Project Coordination	High	15		
Gesamt Ergebnis:				100	30	100

and next

3. Comments on Training by Years

Comments on Trainings by Year

File   Edit   View   Help							
		Year: <span>▼</span>					
		2009 +/-		2010 +/-		2011 +/-	
Text	Department: <span>▼</span>	1 <span>▼</span> Training Name: <span>▼</span>	Comment: <span>▼</span>	1 <span>▼</span> Training Name: <span>▼</span>	Comment: <span>▼</span>	1 <span>▼</span> Training Name: <span>▼</span>	Comment: <span>▼</span>
	Gender and Surveys <span>+</span>	24 GIS Training	This GIS Training is for Ex	23 Training on Population	Training for decision makers	27 Public Relations	P.R. Training
		26 Poverty Analysis	Training for Trainers at High	25 GIS Training	This GIS Training is for Ex		
Central	<span>+</span> <span>-</span>	8 Project Management	Project Management & PM	11 Quality Management	Design of Dissemination S	12 New Training!	More Comm
		9 Project Management	Coaching of P.M. by consult				
		10 Project Management	Coaching of P.M. by consult				
		13 Project Management	Comments				
		15 Project Management	Design of Quality Manager				

and on the last page the

4. Final Comments

General Comments:	Training Demands on Central Level have to be satisfied with high priority; knowledge transfer to Departments has to be assured. Skills necessary for Project Management and Quality Control are extremely urgent. External supply might be necessary for this.
Comments on Staff Demands:	Long Term Training Demand: 4 Economists for Business Tendency Surveys, 4 Economists/Data Analysts, 2 Statistics Economics Analyst, 4 Computer Specialist for Web Administration, 2 Economists for Harmonizing SNA together with SNI

The Assessment Reports 3 together with AR 1 and AR2 are meant to be the core of information given and modified by the appropriate resource person. All subsequent reports will rely on these information and blend the into further analysis of demand, may it be by the NSS management summing up all AR3 for the country and Commenting on them, a donor Organization analyzing demand in a specific sector,

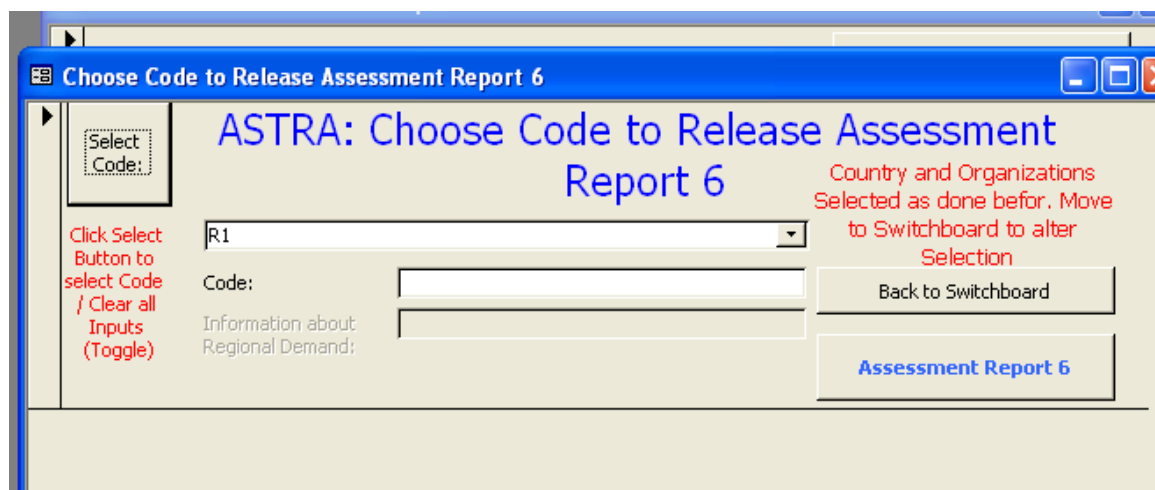
a Training institute shaping its immediate short term workshops accordingly or finally allowing regional managers to direct funds and action according to identified Training demand in several countries.

### 15.13 Others like Assessment Report 6

All Report Forms are similar, requesting selection and releasing the report. The difference between AR 5, AR6 and AR7 and the rest is, that not countries or Organizations are selected but a report code having been entered in step 5 or previously in step 4.

Likewise to other reports tables can be exported to EXCEL (preferable for Budget Reports) or WORD (preferable for Comments). Or can be printed to PDF. Printing to RTF is not recommended for Tables as WORD does not support many aspects of tables in ACCESS Reports. So usually a combination of exports will be required. Printing to PDF might cut off some of the contents, so exporting to other Programmes might be the optimal choice

An example of Assessment Report 6 : Select Module 5 and appropriate choice: Enter Code:



Release AR6 by pressing Button "Yes"  
Watch Tables disappear and Report shows:

Export Table to RTF: Menu: <File/Export> choose Data Type RTF and File Name. ACCESS will give you the message that Tables cannot be exported like this, so repeat the procedure and then respond to Message Box with "Cancel". Select the Tables individually and press <CTRL>+<A> to prepare for copying.

You can copy the tables RTF Report lacking the Tables at the appropriate position and format the tables there.

For big tables EXCEL might be the better choice. Open an empty EXCEL sheet and copy Table there. Export Tables to EXCEL with ACCESS options is also possible but might loose formatting of the Pivot Tables. Then format the tables in EXCEL as you wish and edit Final Report

## 15.14 An Example of an Assessment Report<sup>6</sup> after editing in WORD:

### Assessment Report 6

#### Summarized Regional Training Demands and Additional Regional Needs

About the Regional Respondent **SADC Committee**

Budget Shares and Priorities by Trainings by Year of selected Countries and Organizations

		Budget Share						
Country	Org.	Department	TNr	Training Name	Priority:	2009	2010	2011
Burundi	INSEE	Census and Surveys	22	Training 1	Very High			20
			23	Training 2	High		0	
			24	Training 3	Very High		10	
			25	Training 1	Very High		10	
			26	Training 2	High		0	
			27	Training 3	High	10		
			28	Training 1	Very High		0	
			29	Training 2	Very High		10	
			30	Training 3	Low	0		
			324	Training 1	Very High			20
			328	Training1-NA5	Very High			
		Contes Nationaux	31	Training 1	Very High		10	
	32		Training 2	Very High		10		
	33		Training 3	Low	0			
	34		Training 1	High		0		
	35		Training 2	Very High		10		
	36		Training 3	High	15			
		Statistique Démographique	37	Training 1	High		10	
	38		Training 2	Very High		10		
	39		Training 3	High	10			
	40		Training 1	Medium			20	
	41		Training 2	Very High	10			
	42		Training 3	Very High	10			
		Statistique Économique	43	Training 1	Medium	0		
	44		Training 2	High		0		
	45		Training 3	Very High			30	
	46		Training 1	High	10			
	47		Training 2	High	15			
	48		Training 3	High		0		
	49		Training 1	Very High			30	
	50		Training 2	High		0		
	51		Training 3	Very High		10		
	52		Training 1	Very High		10		
	53		Training 2	High		0		
	54		Training 3	High	20			
	INSEE Sum						100	100

Country	Org.	Department	TNr	Training Name	Priority:	Budget Share		
						2009	2010	2011
Kenya	CSO	Human Resources	333	WS Performance of Subject Departments	Very High	100		
			335	Change Management	High		80	
			CSO Sum			100	80	
Rwanda	INSEE	Census and Surveys	55	Training 1	Medium	10		
			56	Training 2	High		5	
			57	Training 3	Very High			10
			58	Training 1	High	10		
			59	Training 2	High	5		
			60	Training 3	High		5	
			61	Training 1	Very High			20
			62	Training 2	High		5	
			63	Training 3	Very High		10	
		Contes Nationaux	67	Training 1	Very High			20
			68	Training 2	High		5	
			69	Training 3	Very High		10	
			70	Training 1	Very High		10	
			71	Training 2	Low		0	
			72	Training 3	High	10		
		Statistique Démographique	73	Training 1	High		5	
			74	Training 2	High		5	
			75	Training 3	High	10		
			76	Training 1	Very High		10	
			77	Training 2	Very High		10	
		Statistique Économique	78	Training 3	Low	0		
			79	Training 1	High		5	
			80	Training 2	High		5	
			81	Training 3	High	5		
			82	Training 1	Medium			20
			83	Training 2	Very High	20		
			84	Training 3	Very High	10		
			85	Training 1	Medium	5		
			86	Training 2	High		5	
			87	Training 3	Very High			20
			88	Training 1	High	10		
			89	Training 2	High	5		
			90	Training 3	High		5	
		INSEE Sum				100	100	90

## Comments by Year on Trainings by selected Countries and Organizations

Year:											
2009						2010			2011		
Country:	Service:	Department:	TNr	Training Name:	Comment:	TNr	Training Name:	Comment:	TNr	Training Name:	Comment:
Burundi	INSEE	Census and Surveys	27	Training 3	STATA Training done by local in-house trainers and consultants	23	Training 2	Various Dissemination Techniques, Training on how to run a Documentary Centre in the Office. How to communicate with the users, Selling or Showing Statistics. Contacts to print media and to TV and Radio	22	Training 1	Coaching of PM by consultant -> hands on task
			30	Training 3	This GIS Training is for External Experts from the Geographic Department of MinAgri	24	Training 3	STATA Training done by local in-house trainers and consultants bla	324	Training 1	Coaching of PM by consultant -> hands on task
						25	Training 1	STATA Training done by local in-house trainers and consultants			
						26	Training 2	STATA Training done by local in-house trainers and consultants			
						28	Training 1	Comment 9			
						29	Training 2	Co5			

Year:											
2009						2010			2011		
Country:	Service:	Department:	TNr	Training Name:	Comment:	TNr	Training Name:	Comment:	TNr	Training Name:	Comment:
		Contes Nationaux	33	Training 3	This GIS Training is for External Experts from the Geographic Department of MinAgri	31	Training 1	Comment 9			
			36	Training 3	Training for Trainers at High Schools and Universities	32	Training 2	Co5			

This table is shortened,...



## Comments on Trainings by selected Organizations

Country:	Service:	General Comments:	Comments on Staff Demands:
Burundi	INSEE	Commentaires Générales sur Burundi INSEE	Commentaires sur Besoins de Personnel pour Burundi INSEE
Kenya	CSO	These are General Comments for Test Porposes for Kenya CSO	These are Comments on Staff Demands for Test Porposes for Kenya CSO
Rwanda	INSEE	Commentaires Générales sur Rwanda INSEE	Commentaires sur Besoins de Personnel pour Rwanda INSEE

## Comments by selected National Statistical Systems

Country:	NSSGeneral Comments:	NSSComments on Staff Demands:
Burundi	Commentaire sur Entrainement en Burundi changed by NSS	Commentaire sur Besoins de Personnel en Burundi changed by NSS
Kenya	It is possible or rather likely that not all comments and texts are shown	These are Comments on Staff Demands for Test Porposes for Kenya NSS
Rwanda	Commentaire sur Entrainement en Rwanda	Commentaire sur Besoins de Personnel en Rwanda

## Regional Respondents have delivered the following comments

<b>General Comments</b>	<b>Comments on Staff Demands</b>
<p>The 2000-2007 EC SADC RSTP (Regional Statistical Training Project) put focus on short-term in-service training for personnel already employed to produce, manage or use statistics, (including training of trainers) integrating regional and national needs/demands. The project placed the identification of regional short courses in the hands of the SADC committee of the NSIs concerned; national short courses were specified with assistance from the project. Moreover, the project developed a regional training strategy and supported its adaptation to national needs. The regional EASTC (Eastern African Statistical Training Centre) in Dar-es-Salaam has assisted in the implementation of the training programme for SADC countries. Monitoring of the SADC RSTP suggested that statistical training should not focus 'heavily on training only instead of comprehensive capacity building and quality management in statistical systems ... [to avoid] adverse effect[s] on sustainability</p>	<p>In consequence of the long-term EC experience and in the light of conclusions of several evaluations Eurostat did develop the idea of providing ACP countries with a kind of management tool assisting (i) in identifying and prioritising statistics related training needs/demands of the NSS taking into account their NSDS/or GDDS improvement plans or any other development or action plans and (ii) based on this information allow training institutions to better reply to the demands of their major clients, the NSS (at national or regional levels). (iii) Regional organisations receiving user oriented information from the tool will be able to have an overview on the training needs/demands expressed at national levels in the region concerned, they may identify regional training needs and coordinate more easily with national demands/needs. Based again on user oriented information from the tool (iv) donors may also improve to identify the expression of needs/demand of the NSS (including at regional levels) and coordinate their activities, express their views, and their needs too. The output is intended for use as an input into statistical capacity building proposals and so to underpin applications for government and donor funding. The idea was presented by Eurostat to SADC countries, in the framework of the RST Project, and a number of countries apparently expressed strong interest in using such a tool.</p>