



Assessment of the statistical training needs of the Liberian statistical system

Mission Report

Paris/Bonn, November 2010



The authors accept sole responsibility for this report drawn up on behalf of Paris 21 and InWEnt Capacity Building Germany. The report does not necessarily reflect the official views of the organizations.

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LIST OF ABBREVIATIONS AND ACRONYMS

AFDB	African Development Bank
AFRISTAT	Observatoire économique et statistique d'Afrique Subsaharienne
ASTRA	Assessment of Statistical Training
CODESA	Comité des Directeurs des Ecoles Statistiques Africaines
CPI	Consumer Price Index
CSIO	County Statistics and Information Office
CWIQ	Core Welfare Indicators Questionnaire
DP	Data Processing
DHS	Demographic and Health Survey
EC	European Commission
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
ENSEA	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée, Abidjan
EU	European Union
EUROSTAT	Statistical Office of the European Union
FAO	Food and Agricultural Organisation
FASDEV	Forum on African Statistical Development
FT	Foreign Trade
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GIS	Geographical Information System
HIES	Household Income and Expenditure Survey
ICP	International Comparison Programme
IMF	International Monetary Fund
INSEE	Institut national de la statistique et des études économiques
InWEnt	InWEnt Capacity Building International, Germany
JM	Joint Mission
LFS	Labour Force Survey
LDHS	Liberia Demographic and Health Survey
LISGIS	Liberia Institute of Statistics & Geo-Information Services

MDG	Millennium Development Goals
MPEA	Ministry of Planning and Economic Affairs
MoF	Ministry of Finance
NA	National Accounts
NEPAD	New Partnership for African Development
NHS	National Health Survey
NSDS	National Strategy for Development of Statistics
NPRS	National Poverty Reduction Strategies
NSO/NSI	National Statistics Offices/National Statistics Institutes
NSS	National Statistical System
PARIS21	Partnership in Statistics for Development in the 21 st Century
PDA	Personal Digital Assistant
PPI	Purchasing Power Index
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Programme
SNA	System of National Accounts
STC	Statistical Training Centers
UI	University of Ibadan, Nigeria
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund

EXECUTIVE SUMMARY

This Joint Mission report presents an assessment of the statistical and training needs of the Liberian statistical system. The mission was undertaken by a joint collaboration between Paris 21 and InWEnt Capacity Building Germany based upon a request by the Liberian Institute for Statistics and Geo-Information Services (LISGIS). The team which comprised of six key experts in the field of statistics were tasked mainly to design a master plan for national statistical training in Liberia based on a detailed assessment of the statistics and training needs of the national statistical system. The plan will be included into the 2011-2013 NSDS action plans and submitted to the donor community for funding.

In executing the task, the Joint Mission adopted qualitative approach to soliciting for information on the current needs of the various statistical institutions and bodies in Liberia. To this end, a number of interviews and group encounters was held with key statistical institutions to gain a thorough insight into the internal challenges and needs of these bodies..

The mission's activity focused around three broad areas. These principally included

- Liberia Institute of Statistics and Geo-Information Services (LISGIS)
- National Institutions
- Bilateral Partners

In almost all the institutions encountered, a host of impediments and challenges were identified as seriously hampering the production and usage of accurate and reliable statistics. Cardinal amongst them is the absence of statistical training for staff of these institutions.

However, the mission's main findings were structured around three different levels; decision-making level, administrative and inter-organizational level and the technical level. At the decision-making level it was realised that, present day Liberia is dominated by many multinational organizations and foreign co-operations with each implementing its own recommendations with goodwill but in an uncoordinated manner. A lack of confidence in

dealing with statistical issues was felt at the highest level of decision making, the parliament. Various measures are proposed to re-vitalize the use of statistics for decision making.

At the administrative and inter organisational level, it was also established that the LISGIS has a very weak technical and professional basement which invariably affects its reputation and standing as the leading statistical body in Liberia. Although a statistical board was in existence, it merely plays the role of a political steering body. Thus, a technical board is needed to direct donor support, consultancies and ensure transparency in the products of the LISGIS.

At the technical level, the mission discovered that, the main challenge confronting statistical institutions in Liberia is the inadequacy of technical experts required to design statistical tools and methods and as well analyse results. Although a few competent staff were found, their numerical strength was far below that which is needed to perform the required task. The mission therefore opines among others strengthening the capacities of academic institutions such as the University of Liberia necessary to achieve sustainable mid- to long-term results.

Finally, the mission generally recommends that, in view of all the challenges confronting the development of statistics institutions in Liberia, specific type of trainings programs predominantly demand driven and tailor made should be made available to the staff of various statistical institutions in Liberia.

1 INTRODUCTION

The background of this mission was based on an official request from the Director General of the Liberia Institute of Statistics & Geo-Information Services (LISGIS).

The PARIS21 Secretariat assisted the LISGIS in the finalization of the NSDS action plan and the facilitation of NSDS funding. In this context a first PARIS21 mission (composed of Gérard Chenais and Jean Le Nay) was in Monrovia from 24 to 28 May 2010. During this visit a joint mission to Liberia, LISGIS and other stakeholders was agreed for 2010.

The Terms of Reference of this mission were the following:

- The main task was the preparation of a master plan for statistical training in Liberia. This activity should be considered as a priority for the Liberian Statistical System.
- This master plan should be built on a detailed assessment of statistics-related training needs within the entire National Statistical System;
- The plan should propose a combination of concrete training solutions, including in-house training and training in foreign institutions for specialized fields;
- This plan should be ready in 2010 and included in the 2011-2013 NSDS action plan in order to be presented to donors for financing.
- In addition and not directly related to this mission was an assignment of Shelton Kanyanda, Chief Statistician and Coordinator of the National Statistical System, working with the National Statistical Office in Malawi and consultant for PARIS21 to provide support to LISGIS to design an advocacy and communications strategy for the National Statistical System.

This report will contribute to the first part of the TOR.

2 PARTICIPANTS OF THE JOINT MISSION:

Dourmashkin Neil, Consultant ICON Institute, Cologne (for EUROSTAT), Luxembourg

Kouadio Hugues, Professor ENSEA, Abidjan, Côte d'Ivoire

Lery Alain, INSEE, Paris, Consultant PARIS21, France

Roeder Klaus, Consultant, InWEnt, Germany

Sodipo Ademola Adeoye, Professor University of Ibadan, Nigeria

Wauschkuhn Markus, Senior Project Manager, InWEnt, Germany

3 METHOD OF WORK AND ANALYSIS OF THE JOINT MISSION

The agenda of meetings, the delegates met and proceedings of the JM will be described in detail in the annex so no chronological timetable of meetings and encounters will be

displayed here. Mostly interviews were conducted by the JM group; a debriefing meeting at the end of the day summarized the findings and opinions of the JM. No formal group secretary was assigned. So opinions may still differ between group members.

Instead a loose continuation of encounters is described here and the working methods are explained accordingly and by their results. If not otherwise stated, all member of the JM group participated in the meeting.

Statements reflect the views of the interlocutors and are noted as faithfully as possible without any intended interpretation.

3.1 Liberia Institute of Statistics & Geo-Information Services (LISGIS)

3.1.1 Liberia Institute of Statistics & Geo-Information Services (LISGIS) – Management [Day1]:

A good start to introduce the needs of LISGIS and the National Statistics System of Liberia was the welcome address by Dr. L Edward T. Liberty, Director-General to the participants of the joint mission.

Dr. Liberty exposed on the tasks, need and the shortcomings of LISGIS:

He stressed a point that accompanied the exchange of the delegation with other stakeholders throughout the next 5 days with respect and consideration of shortcomings of LISGIS, and as well, issuing a critical view on the performance of LISGIS:

LISGIS is a new organization in a country recently ridden by civil war as a focal point in the nation building of Liberia. LISGIS is working on national and regional (county) level as a professional service organization with the objective of high integrity. As an organization LISGIS lacks the historical memory of many comparable institutions as the majority of data and information have been destroyed during the wars and the most recent major censuses and surveys date from well before 1985, so baseline statistics are simply often not available.

As the central tasks of his organization Dr. Liberty stressed

- **Sampling** (this includes: Elaborating and deciding on sampling frames, survey samples and cartographic coverage of the national territory)

- **Collection** (this includes: conducting censuses and surveys)
- **Computing** (this includes: data cleaning, storage and ensuring security, confidentiality and accessibility of the data).
- **Dissemination** (this includes: tabulation, report writing, printing, selling and making available statistical data on all kinds of media and to all customers and users looking for reliable and timely information about Liberia)

In respect to dissemination Dr. Liberty stressed that many of the publications were not produced under responsibility of LISGIS but with close cooperation and under supervision of various ministries and international organizations.

Dr. Liberty also mentioned that in his opinion LISGIS needed improved capacity in the following areas:

- **Data dissemination** in general
- **Analysis** of data
- **System of National Accounts** (Data collection and computing)
- **Sampling**
- **GIS** (which is an integral part of LISGIS)
- A **decision support system** for the Parliament

The Director-General even specified in this preliminary discussion his view of expertise **inside LISGIS** needed:

Long term experts:

- 1 Sampling expert
- 1 GIS expert

Mid-Term experts

- 1 National account expert (6 months)

Mid Term Expertise:

For various level of decentralized statistics in the 15 counties and 64 districts of the country

This request is just stated at this point and will be discussed in detail in further chapters. The overall first impression of LISGIS was positive and very welcoming. The members of the JM felt very welcomed and being accepted to contribute to the quality of the NSS of Liberia.

3.1.2 LISGIS: Department of Statistics & Data Processing / Survey and Censuses [Day2]:

Main findings, tasks and subjects treated:

- The various surveys LISGIS conducted: Census, LDHS, National Accounts Survey (meaning the enterprise survey to collect production / employment data form enterprises based on the previous enterprise register), LFS, CWIQ.
- It seemed that the enterprise census faced severe difficulties as major companies (Firestone was mentioned) refused to deliver basic information and likewise could not be convened to respond to the enterprise survey.
- A HHS (Household Income and Expenditure Survey) is scheduled for 2011, no background information about agenda, financial backing was provided. An Agricultural Census is scheduled likewise.
- The Director is coordinator of the decentralization of LISGIS. 15 county offices have been manned and equipped (7 employees- of which 5 professionals each). These 15 county office have been grouped into 5 regions (3 offices each) and regional coordinators have been appointed supervised by the director
- The coordination of past census and surveys was successful: 14 subject groups were formed to prepare and implement the census questionnaire (2008)
- A joint coordination committee together with the Min. of Labour prepared the LFS

Training Needs:

- Sampling
- Cartography
- Analysis
- Regional coordination / for the regional coordinators

Since no further information on quantity and duration of the training was provided, at the request of the interviewing members of the JM a proposal of needs for in-country and foreign scholarship was provided by the department (see Recommendations).

3.1.3 Economic statistics review

The Joint Mission interviewed staff at all levels to find out:

- What is produced in terms of statistics?
- What resources, especially human resources, are available to produce economic statistics within LISGIS?
- What are the main challenges facing economic statistics?
- What are the main expressed needs for training, short and long term?

Similarly, the JM interviewed selected users of economic statistics (Central Bank, Ministry of Finance) to find out what statistics they use from LISGIS and what is their institutional relationship and level of contact with LISGIS.

Statistics Production

Price statistics: CPI is compiled by LISGIS and published (perhaps with a delay) by the Central Bank with agreement by LISGIS. The CPI consists of 202 items with coverage of Monrovia. CPI release deadline is 15 days after reference month but actually usually released 18-20 days after reference month. Base year is 2005 based on a limited consumption survey. Most consumption data is from 1969.

International trade statistics use HS classification. Currently data are compiled using Excel then Eurotrace. No electronic declaration is used. 5000 detailed declarations are processed per month. 2009 data onwards has not been published. Non-registered trade and some formal trade – in particular cross-boarder trade – are not captured. No estimation of these missing sectors is undertaken.

National accounts are based on SNA 68. 2009 national accounts are being prepared on the basis of a business survey of 2008, the base year of this compilation is 2008. The business register was compiled in 2007 with 15000 responses but has not been updated. The 2008 national accounts are under preparation by David Hughes, IMF non-resident consultant.

Resources

Staff working for the three units are as follows:

Price statistics	Permanent Staff		Temporary Staff		Total
personnel group:	Male	Female	Male	Female	
1. Management					
2. Professional statisticians	1	1	1		3
3. Mid-level statisticians					
4. Other personnel	5	2			7
Total	6	3	1		10

Trade statistics	Permanent Staff		Temporary Staff		Total
personnel group:	Male	Female	Male	Female	
1. Management					
2. Professional statisticians	1	1	1		3
3. Mid-level statisticians	3				3
4. Other personnel	1	2			3
Total	5	3	1		9

One occasional temporary professional-level consultant is not included.

National accounts	Permanent Staff		Temporary Staff		Total
personnel group:	Male	Female	Male	Female	
1. Management					
2. Professional statisticians	2	1			3
3. Mid-level statisticians					
4. Other personnel					
Total	2	1			3

Expressed needs for training

Price statistics

- CPI methods / data handling 5
- Data Entry / computer use 4
- Data analysis and report writing 3

International trade statistics

- Eurotrace 8
- ASYCUDA 8 priority
- Data analysis and report writing 3

National accounts

- National accounts at expert level 2
- SPSS 6
- Excel at expert level 6

Challenges

There is no clear reason why LISGIS does not publish the CPI. The consumer price index needs to update its base period from 1960 / 2005. This requires a household budget survey. Introduction of national coverage requires resources including proposal for PDA based data

collection. LISGIS wishes to replace Microsoft Excel as compilation tool with PRIMA; staff are being trained in this through ECOWAS. LISGIS wishes to introduce a PPI.

International Trade Statistics monthly data are not currently available. The explanation given by LISGIS is that the installation of ASYCUDA World by Customs in January 2010 is difficult to interface with Eurotrace. Customs are working with UNCTAD but, in the view of LISGIS, need training. ECOWAS installed Eurotrace and helped in data analysis; no contact has been made since ASYCUDA World installation. Situation is seen by LISGIS as worse than it used to be.

LISGIS must organize it self so it is able to "validate" or to ensure the validation of some results, indicators, or statistical information, especially since they are important to the community: GDP per capita, maternal mortality, inflation, economic growth rate, fertility and mortality, population growth rate, index of consumer prices, etc..

In national accounts, the Business Register needs updating. LISGIS is not in control of national accounts production: it is not certain that 2008 accounts will be produced by February / March as expected or that the accounts will be of acceptable quality. The entire national accounts survey and preparation methods need review. LISGIS faces a question of confidence as a consequence of the national accounts situation.

Statistics users were generally discontented with the production of economic statistics, in particular with national accounts.

The overall conclusion is that, although training is essential to the future development of the three units' statistics, it will not have any impact on the immediate and very important challenges facing the units. Other actions need to be undertaken as a priority. Given the limited human resources available within LISGIS, excessive dispersion should probably be avoided (too much activity or projects at the same time) activities should rather be prioritized

Recommendations

As far as the training programme is concerned, the technical training demands requested are reasonable, with the exception of ASYCUDA. Training in questionnaire preparation and managing statistics operations is also required throughout economic statistics.

- In price statistics, LISGIS needs to disseminate the CPI either through the website or through a mailing list on request or through another means as a priority.
- In external trade statistics, LISGIS should urgently request a joint UNCTAD / ECOWAS mission to restore data flow from ASYCUDA World to EUROTRACE.
- In national accounts, LISGIS should approach donor(s) and then make a formal request for a mission to design a programme to set up a survey to collect production data, establish national accounts compilation methods and to publish the results. A linked training programme should be associated with this. The mission will recommend the starting year for data compilation, 2009 or 2010.

- Create an internal training unit at LISGIS
This unit will accumulate experience and be able to organize basic training, generally short, to provide "tools" to staff for the tasks it has or will have to perform.
- Short courses, applied or introductory (general statistics) requiring outsiders (domestic or foreign)

It should be ensured that they are provided to the right audience. The opportunity should be taken to develop internal capacity for training in the field and techniques involved. They may be held in Liberia or abroad. They may involve making personal statistical work in other institutions or bodies belonging to the NHS.

- Long term programs, (offering) diplomas
It is important to offer a "mix" (combination) local and foreign universities training in English (Monrovia, Makerere, Ibadan ...) at different levels and in different disciplines. It seems useful to provide training to middle and senior managers 'general purpose' at ENESEA in Abidjan which has showed its ability for almost fifty years to train professional statisticians for quality and versatility. ENESEA has also trained executives from Anglophone countries for three years. ENESEA can offer "tailor-made" training courses, in addition to the admission of students to regular curricula based on traditional competitive contests.

It's recommended to study the possibility of creating a Regional School of Statistics

and Applied Economics for Anglophone countries.

This is a complete study of the needs, costs, etc.. If the project were to succeed, ENSEA could play a role as guardian, then a partner in the new school.

3.1.4 Department of Statistics & Data Processing / Data Processing [Day2]:

Interview partner was Mr. Joseph W. Nyan Director of Data Processing

Main findings, tasks and subjects treated:

- There are 2 professional staff members in the unit, one mid-term consultant for CENSUS-Info. 5 Data Capturer and 3 Data Coders as permanent staff. The Coders have the task of primary quality control of the survey results (questionnaire cleaning). Temporary staff are hired as tasks require. 100 Data Capturing workplaces are available in the unit's office
- The 2 professionals are supervising tabulation plans and demands being asked and applied for by users / costumers.
- As far as raw data are concerned, MPEA has as disciplinary supervisor all rights to receive the raw data; a letter to the director-General suffices.

The mid-term consultant from UNDP, Mr. Louis Mauro, elaborated the readily available CensusInfo, a version storing essential information down to province level of demographic and some other census data based on the results of the 2008 census. Training has been provided and a more comprehensive version of Liberia-Info (containing more and other statistical sources about Liberia). Training on Census-Info has been provided and the CD is for sale. No online version is available. No further details of training venues and scope for this product was provided.

On the job training is provided by the 2 professionals to other staff members but no further training has been received.

Training Needs:

- At least 2 more professionals of DP will be needed. These should be staff members or stay for long-term

3.1.5 County Statistics and Information Office in Kakata / Margibi County (Nr. IX) [Day4]

Interview partners: The staff of CSIO IX led by Mr. Dorbor M.Fassama, the county representatives and LISGIS staff. LISGIS assured communication and transport for JM.

Main findings, tasks and subjects treated:

- Kakata is a city well known for its training institutes in vocational training.
- Mr. Dorbor M.Fassama presented a professional presentation of the county and the tasks and work of the CSIO. Their main tasks are the collection of data but also the monitoring of social processes especially that of the Poverty Reduction Strategy.
- Data are collected on an opinion based survey in the districts for this purpose. It did not become clear how many districts are visited, how regularly this is done and which methodology is used precisely.
- Another task of the CSIO is the mapping and the assistance to the production of local maps.

Other tasks of the CSIO:

- Food Security Survey (60 days per county, one driver + 1 enumerator)
- CWIQ

- Survey on Education and Infrastructure (This is information needed by local authorities, which in turn supports CSIO with office location and support of infrastructure)

Training Needs:

No apparent needs for training were mentioned but it was assured that the presence of the director of census & survey who is coordinator of the regional decentralization program should guarantee the assessment of proper training needs for the CSIOs.

3.1.6 LISGIS / GIS Department [Day5]:

Interview partner: Deputy Director

Main findings, tasks and subjects treated:

- DP stated that the GIS department has been part of LISGIS since the common history as department of MPEA. The equipment is excellent and 7 professional staff members work at the department
- 2 staff members are on technical training on mid-term duration.
- Maps are delivered even of regions by order of the Director-General, a letter to him would be sufficient.
- In an interview a long-term GTZ consultant in the transport sector mentioned the long and bureaucratic process to receive maps and that e.g. Census data are not covered reliable in the maps which led to own map production in the Ministry of Transport.

Training Needs:

DP stated the necessity of technical training but did not specify further. He pointed out that the bulk of necessary training is done in-house, on the job and by the staff team itself.

3.1.7 Debriefing meeting with LISGIS [Day5]

Interview partners: Dr. Liberty, Director-General, and all senior staff members.

Main findings, tasks and subjects treated:

- A debriefing session touched on all the subjects encountered and discussed during the various meeting and interviews of the JM.
- Several important tasks for LISGIS were mutually agreed:
 - The development of PRS analysis by sector (Education, health etc.) and of the analytical capacity for this.
 - A roadmap and action plan to develop the NSS
 - The elaboration of a syllabus and training plan
 - The access of statistical information for LISGIS from the costumes offices for FT statistics
 - The access to mobile data collection (cell phones, mobile GIS etc.)

The JM thanked LISGIS and Dr Liberty for the hospitality extended, the warm welcome and the professional support during the whole mission and Dr. Liberty bid farewell to the JM and expressed the hope for a training plan of the JM, meeting his high expectations and those of LISGIS.

3.2 National Institutions

3.2.1 Ministry of Planning and Economic Affairs (MPEA) [Day1]:

The MPEA used to be the organization housing LISGIS before 2004 and the Minister is still the personnel supervisor of LISGIS. However the National Statistics and Geo-Information Act of Liberia should ensure independence of LISGIS in subject and technical matters and predominantly in disseminating statistical results. This subject (of independence) was not discussed in depth but would be an interesting field to explore further since oncoming interviews and discussions with other stakeholders frequently embarked on these issues.

The interview partners in the MPEA confirmed the planning horizon to be up to 18 years, not excluding shorter planning cycles. They attested further that statistical data are urgently needed for the tasks the MPEA has to shoulder, the main urgency (and this by high priority) being:

- **National Accounts**

The planning needs ask for further information and these are supplied by several ministries and the information was qualified as such:

- Ministry of Health - good and sufficient information
- Ministry of Education – insufficient information

Further a system on Monitoring and Evaluation is set up by the MPEA and would need constant input from LISGIS of required data. The National Development strategy is set up and monitored by the MPEA and would need constant feedings from LISGIS.

A general opinion of the respondents in the MPEA can be stated: LISGIS is not meeting up to its obligations in several aspects, especially:

- **User data** (Census and CWIQ) are not sufficiently cleaned and arrived at the MPEA in a poor state of quality
- **Raw data** for use in analysis and planning in the ministry is not readily handed over by LISGIS and when it's done, data are in unsuitable format.
- **GIS created maps** are not sufficient and not available at decentralized levels for planning needs

However responding to questions about coordination of statistical tasks and the NSS as such:

- **Coordination** on Board Level (ministerial) is working fine and coordination is assured.

- **Training needs** of respondents in the MPEA were not stated as such, but a general improvement of the following was urged:
 - System on NA
 - General Statistical knowledge (at LISGIS and MPEA)
 - Analytical capacity (at LISGIS)
 - Training organization
 - Donor coordination
 - Coordination of consultant's tasks and assignments

3.2.2 Ministry of Labour [Day2]:

The meeting took place with the Deputy Minister who exposed the main challenges of collecting labour data.

Main findings, tasks and subjects treated:

- Employers do not understand the needs of statistics and respond very reluctantly
- The task of LISGIS to establish monthly registers with regular responses from enterprises was not successful
- Knowledge Retention from consultants is a major factor to prevent knowledge transfer and capacity building in the ministry

As a result of unresolved definition issues of unemployment, the employment figures of the CWIQ-Survey (2009) were not published. As a result there are no official unemployment figures although a Labour Force Survey (LFS) has been completed successfully (February 2010).

Training Needs:

What would be needed are in-house consultants to improve in-house capacity:

- 1 consultant for methodology and organization of surveys etc.
- 1 consultant for analytical tasks

3.2.3 Ministry of Education [Day4]

Interview partner was the Deputy Minister of Planning & Research and there Dr. Kadiker Rex Dahn supervising Education and Mr. Sumer, the Head of the Division of Statistics.

Main findings, tasks and subjects treated:

- The department of statistics houses 3 professional staff members in the unit. It owns a computer lab with several new computers and the most recent educational statistics have been elaborated there.
- The country hosts 4625 schools according to the ministry (public + private – including religious schools).
- A program is underway to make the schools report regularly about basic statistics (enrolment, graduations etc.)

Training Needs:

For the above mentioned register of schools, training and consultation is needed. It will be essential that the consultation allows capacity to be build and left behind in the ministry

3.2.4 House of Representatives [Day3]

The House of Representatives is the lower chamber of the bicameral Liberian Legislature. Legislative elections took place on 11 October 2005, and the elected members took office in January 2006. The 64 House seats are distributed among Liberia's fifteen counties based on its total number of registered voters. Each county is guaranteed by law to have at least two seats (source: en.wikipedia.org).

Various (at least 7) representatives joined in this meeting.

The representatives declared their interest in statistics for planning. They also thought that information is needed for regional intervention. More economical knowledge would be needed for the planning commission on budget planning.

Finally none of the representatives would come forward to name any information needed on county level which they thought to be essential for their planning tasks

3.2.5 University of Monrovia [Day3]:

Interview partners: The president of the University and the head of department responsible for statistics training.

The Joint Mission paid two scheduled visits to University of Liberia; the first was a working visit to the Institute for Population Studies (IPS) on Monday 13th September, 2010 and the second was a courtesy call on the President of the University on Tuesday 14th September, 2010.

The president and the head of department welcomed the delegation and pointed out the past courses on statistics training, elaborated on the curriculum developed for statistics training and concluded that no budget and support did exist for this type of training at present.

The program proposal was presented as followed:

- IPS anchors the In-service statistical training programmes for junior and middle level staff of the LISGIS and other governmental ministries and agencies. The overall objective is to establish a three-year in-service statistical training programme at the University of Liberia (UL) in sup-port of building technical capacity for junior and middle level staff in government ministries and agencies, LISGIS inclusive.
- The programme is aimed at ensuring the enhancement of skills for the collection, processing and basic analysis of statistical data in the respective ministries so as to support the monitoring and evaluation of national and local development strategies.

The training programme has the following specific objectives:

- To strengthen the capacities of statistical institutions in Government to provide relevant data and statistics in support of poverty reduction strategy and Country Development Agenda monitoring in all the 15 counties of the Republic, as well as tracking the progress of the Millennium Development Goals (MDGs)
- To target at least 100 junior and middle level staff in Government Ministries and Agencies, including LISGIS over a three-year period for training in basic statistics, data processing, GIS and information management. At least 30 staff members are suppose to be trained per year.
- To strengthen capacities in LISGIS and the University of Liberia (Institute of Population Studies) for effective project management.
- To ensure that the results and lessons learnt from the programme provide basis for the establishment of a Degree Programme in Statistics at the University of Liberia.

3.3 Bilateral and International Partners

3.3.1 UNDP [Day2]:

From UNDP's view their most urgent need from the NSS would be:

- Data form a National Household Survey
- Raw data from the CWIQ for independent analysis
- Data for and a comprehensive SNA
- GIS Mapping and Maps delivered timely and of quality of designated area
- Coordination of Statistical Activities

Training needs in the NSS as far as UNDP could recommend:

- Computer Science
- Data Management

- Library Management
- Monitoring & Evaluation
- Analysis of Statistical Data (especially on Economy & Development)
- Knowledge Retention

UNDP stated that 4 working groups for donor coordination had being established:

- Statistics & Development chaired bay UNFPA
- Livelihood and Sustainability chaired by UNDP
- Food Security chaired by IMF/ FAO
- Economics and Development chaired by Word Bank

A further meeting with UNDP together with the D-G of LISGIS and EU Delegation representative was arranged on day 4.

3.3.2 UNFPA [Day2]:

A short list of the main activities of UNFPA was presented:

- Population and Development
- Reproduction health
- Gender politics

Several statistical activities have been supported by UNFPA namely:

- LDHS (Liberia Demographic & Health Survey) 2007 (only information and planning no technical support)
- LDHS (Liberia Demographic & Health Survey) 2009 (same)
- Census 2008
- Support of National Population Policy until 2030

UNFPA has supported the University in Monrovia in the past, funds have run out presently but continuation is envisaged.

To UNFPA's knowledge there was no donor coordination for the targets and work of the NSS in Liberia, which was rather surprising in view of UNDP's information.

3.3.3 Embassy of the People's Republic of China [Day3]

Main findings, tasks and subjects treated:

- Diplomatic relations exist between PR China and Liberia since 2003
- The Activities and Support of the PR China for the rebuilding of Liberia were outlined as follows:
- Support of Infrastructure (New University campus built, Foreign Affairs Building, Stadium etc.)
- Agricultural support (Training Centers, Research Institutions)
- University Support (Language Training)
- Scholarships (20 in 2009, all in PR China)

No in-country assistance to statistics has been established so far but scholarships in the PR China in the past have been endorsed. 2 employees of LISGIS were trained in PR china, 2 others are currently being trained in PR China.

3.3.4 UNDP and EU-Delegation [Day3]

Main findings, tasks and subjects treated:

- The discussion cantered around donor cooperation and coordination.
- The UNDP representatives thanked the EU-Delegation formally for their financial support without which fewer projects could have been supported.
- It did not become very clear how LISGIS was involved in this donor cooperation.

Coming back to the work groups in the first meeting with UNDP, it was stated, that UN takes major efforts to streamline the UN efforts to become cohesive by using the UN framework but even as work groups exist, no such think as regular donor coordination of other donor outside the UN framework is assured.

It became obvious that LISGIS is not involved directly in these coordination processes if there are any. However some statistical programs are agreed upon in the presence of LISGIS.

An example was mentioned, as that the program of the computerization of foreign trade data was agreed mutually. It was not clear, however how far the influence of LISGIS was assured.

The EC attaché questioned and subscribed the importance of independence of LISGIS. Dr. Liberty mentioned the aim of improving this Statistics Act through legislative donor support.

Training Needs:

UNDP assured their willingness to continue their work in donor coordination, likewise did the EC attaché. In this framework the following needs were put forward:

- Data analysis.
- Economical Data collection and cleaning
- Establishment of a Clearing house for Data and Results
- An Advocate or Institution for the NSDS coordination
- The establishment of a system / procedures of interactive donor coordination
- The establishment of a statistical bulletin with regular appearance

3.3.5 World Bank [Day4]:

Interview partner was Ms. Jarya Hofman, Senior Economist for Poverty Reduction and Economic Management – Africa Region

Main findings, tasks and subjects treated:

- Ms. Hofman, who was new to the country (she had been posted 5 weeks ago) stated frankly that data from LISGIS are not reliable. There was a severe response problem for the enterprise survey (see day 2), which had a very bad response rate.
- World Bank has no information about financing Household Income and Expenditure Survey (HIES) but might consider cooperating in it with sufficient advance planning and information. Funding options for 2011 might close by November 2010
- WB had financed CWIQ.
- Ms. Hofman questioned further the calculation of NA data by LISGIS

Training Needs:

Ms. Hofman regarded comprehensive information of the public financial system urgently necessary. She would not be able to decide, if training or consultancy was immediately needed.

4 MAIN FINDINGS

The main finding can be structured in three levels:

- The decision-making level
- The administrative and inter-organizational level
- The technical level: statistical training

Although the main objective of the JM was the elaboration of a training plan, this cannot be done thoroughly or elaborated without mentioning, commenting and recommending on the other two levels.

4.1 The decision-making level

Strangely enough, the only interlocutors who did not request or expected anything from official statistics and LISGIS were the delegates in the House of Representatives. But this reflects quite clearly the current situation in the country. The present day Liberia is a very young nation and nation building is what happens here in fast strides.

This creates many insecurities but also opportunities. The presence of foreign aid, widespread absence of national expertise creates the ordinary dilemma of foreign and national cooperation. Many decisions and procedures are dominated by multinational organizations. Foreign cooperation organizations often see their intentions being frustrated because of many contradicting and un-coordinated mechanisms.

It is symptomatic that a lack of confidence in dealing with statistical issues was felt at the highest level of decision making, the parliament. In contrast, county representatives were much more confident in discussion statistical issues.

It can only be advocated here, that the government (with all its insecurity regarding data necessary for the planning process) support a NSDS as a background for decision making, not necessarily waiting a along as a professional NSS is in place but advocating any initiative and effort to support a independent, professional, self-confident and well functioning NSS. This should include:

- Support the Statistics Act revision and implementation
- Assure independence of the NSS
- Invest and support overarching educational structures of high quality (universities, training institutes)

- Assure a national awareness that good data are needed for good politics and legally and morally support efforts of data collection even in the halls of mighty multi-national enterprises
- Engage in strong obligation of donor and foreign cooperation harmonization, not letting particular interests of these organizations dominate the nation building process
- Prioritize organizations to lead processes: it is necessary that competition is not diluting the support process even if political beliefs of donors might render this difficult. In this context it may seem plausible that an organization leading planning cooperation (e.g. EU) might well be open to receive support in expertise from the PR China in agricultural and decentralized planning
- Support of a decentralization to strengthen the district development in order to avoid an over-centralized bureaucracy.

The authors are aware that all this is difficult to achieve with the permanent effort to assure political stability and above all security and integrity. However, any obvious economical upraise in Liberia has to be backed by a fact based information and planning system which is consolidated and assured by a well working NSDS.

4.2 The administrative and inter- organizational level

LISGIS is about 6 years old and being built almost from scratch. This implies a very young organization with little technical and professional groundwork. A strong leader at the LISGIS head is absolutely necessary. This is the case but the standing of the institution and its leading figures has to be backed by the government and by an institutionalized support of statistical activities.

It is clear that at this moment LISGIS spread its capacity beyond its limits and it has to prioritize its efforts. All shortcomings in technical delivery undermine the standing of LISGIS and weaken its reputation.

It is difficult to bolster the reputation by technically impeccable work only, which is the precondition, but without strong political and technical support. It seems that the statistical board is working as a political steering entity but the absence of a technical board to direct donor support, consultancies and political priorities is obvious. This leads to the present situation where LISGIS has a difficult standing in front of all criticisms, requests and demands from ministries and multinational organizations and public users. An additional structure is necessary and it is felt that donors are willing to join:

- Establishing a statistical steering committee involving donor agencies as observers, who are willing to commit themselves to the goals of the National Strategy for the Development of Statistics (NSDS).
- This board has to be given a permanent structure, with short subject related meetings giving way and room to major tasks (like HIES or Agricultural Census)
- The presence and leadership of LISGIS in this board has to be assured by its Director or a leading professional
- The statistical board has to back and assure the quality of the work and output of LISGIS
- The statistical board has to assure the transparency of the products of LISGIS. It seems that this is now not always the case and the quality aspect has to be assured on a high level, supported by consultants and backed by all willing contributors (again the PR China might be a welcomed partner)

It is clear that this board has to be founded, governed and backed politically by Liberian authorities. But here foreign actors willing to share and cooperate should play a founding role even though that LISGIS should be in the driver seat with a co-driver from the community of donors, taking turns for major and shifting activities.

4.3 The technical level: statistical training

The capacity to analyze results, or design tools and statistical methods, is inadequate in almost all areas and in different units at the LISGIS. There are competent staff and workers, but too few to perform the required tasks.

The system of national accounts is deficient in several respects; the same goes for other economic statistics (Consumer Prices Index, foreign trade statistics ...). A lack of mastery and some delay characterize this crucial area of the country's economic development. It will probably take extreme measures to restore the technical situation and regain credibility vis-à-vis national and international partners.

Most of the collection of data (censuses and surveys) appears to have been generally properly carried out technically. However, the use of foreign consultants or advisers was necessary. This dependence can be overcome by forming high-level executives (statisticians, economists, demographers ...) in sufficient numbers in the coming years. The results of these surveys and censuses were generally not sufficiently "recovered", that is to say, analyzed, annotated, and distributed in raw form or as part of published studies, articles, communications and works accessible to non-statisticians. This point is critical: it is better to produce less and disseminate statistical information described, compared and validated.

Consultants and other advisers, even if they are excellent, do not leave enough Expertise (know how) on site within LISGIS, after they have left. Contracts that specify their performances on this point should be more explicit and include the effective training of some staff, so that LISGIS staff are able to perform the same work in its entirety (processing, analysis, formatting of results, report writing ...) or do similar work in conditions which are slightly different.

Here the indications are rather obvious: A priority of tasks is needed and at the first position seems to be a system on National Accounts. In order to steer the country through the probably tumultuous and rocky roads of nation building, it is imperative to know of the economical capabilities of the country. On the other end of the range the poverty aspect is equally important to direct and steer activities to the ones most in need. Finally a regional

structure of statistics already in place has to be strengthened and bolstered by sound administrative support, financing and capacity building. So to summarize the technical challenges for LISGIS :

- Build a professional, comprehensive and reliable system of National Accounts
- Complete Business Register backed by Statistical Board
- Establish Quarterly System of Business Survey
- Establish System of Foreign Trade Register
- Establish Consumer Price Index System (CPI) -> see next
- Assure financing and conduct Household Income and Expenditure Survey (HIES)
- Assure current calculation basket for CPI
- Allow calculation of poverty indices on Province level
- Assure and support Regional Structure of CSIOs
- Establish uniform system of PRS Monitoring on District Level
- Establish structure fit for Agricultural surveys

Looking at these tasks, they seem to be sufficient for the immediate future (2011) and might not stretch the capacity of LISGIS more as it can deliver. Strong leadership resting in various capable hands is needed, the Department of NA and Survey & Censuses playing a crucial role with the cross-cutting departments of Data Processing and GIS playing an essential role as the supporter of quality output.

On the level of initial training for elementary statistics strengthening the capacities of the University of Liberia and other academic institutions is definitely necessary to achieve a sustainable system for mid- and long-term results. This includes academic programmes as already proposed by the University of Liberia (see annex) and for better results the cooperation with regional training institutions in statistics like a system whereby lecturers can be invited from the Department of Statistics, University of Ibadan, Nigeria and ENEC, Abidjan to come and deliver lectures at arranged schedules, so as to reinforce the lecturing workforce in the University of Liberia. Meanwhile, the Institute of Population Studies should

set up a process for the accreditation of the courses that are run by a recognised body of experts in Statistics.

5 RECOMMENDATIONS OF VARIOUS TYPES OF TRAINING

The type of training should be predominantly demand and activity driven, with some cross-cutting training in addition to this. All training should not necessarily be for staff members of LISGIS. Line ministries, regional institutes, specialized institutes should get their share. Sometimes the courses can be combined (e.g. HIES & CPI)

Activity	Short (6 weeks <)					mid term (6 weeks <= & < 6 months)					long term (6 months <=)				
• Build a professional, comprehensive and reliable system of National Accounts	All	14	I / L			Total 12	8	I / L	4	S / R	Total 3	2	R / S	1	A / U
◦ Complete Business Register backed by Statistical Board	Total 2	2	I / L			Total 4	2	I / L	2	S / R					
◦ Establish Quarterly System of Business Survey	Total 2	2	I / L			Total 4	2	I / L	2	S / R					
◦ Establish System of Foreign Trade Register	Total 2	2	I / L			Total 4	4	I / L	2	S / R					
◦ Establish Consumer Price Index System (CPI) -> see next	Total 8	8	I / L			Total 4	4	I / L	2	S / R					
• Assure financing and conduct Household Income and Expenditure Survey (HIES)	All			16	S / R	Total 8	4	I / L	2	S / R	Total 2	1	R / S	1	A / U
◦ Assure current calculation basket for CPI	Total 8			8	S / R	Total 4	2	I / L	2	S / R					
◦ Allow calculation of poverty indices on Province level	Total 8			8	S / R	Total 4	2	I / L	2	S / R					
• Assure and support Regional Structure of CSIOs	All					Total 5	5	I / L							
◦ Establish uniform system of PRS Monitoring on District Level	Total 20	20	I / L			Total 5	5	I / L							
◦ Establish structure fit for Agricultural surveys	Total 20	20	I / L								Total 2	1	R / S	1	A / U
Administration / Managing											Total 2	1	R / S	1	A / U
Human Resources											Total 2	1	R / S	1	A / U

In-Country / Regional (Africa) /Abroad	I	R	A
Local / Regional / National	L	R	N
In-House / Special Training Institute/ University	I	S	U

6 ANNEX

6.1 Interview Partners

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*Assessing the statistical training needs of the
Liberian statistical system*

Mission Report



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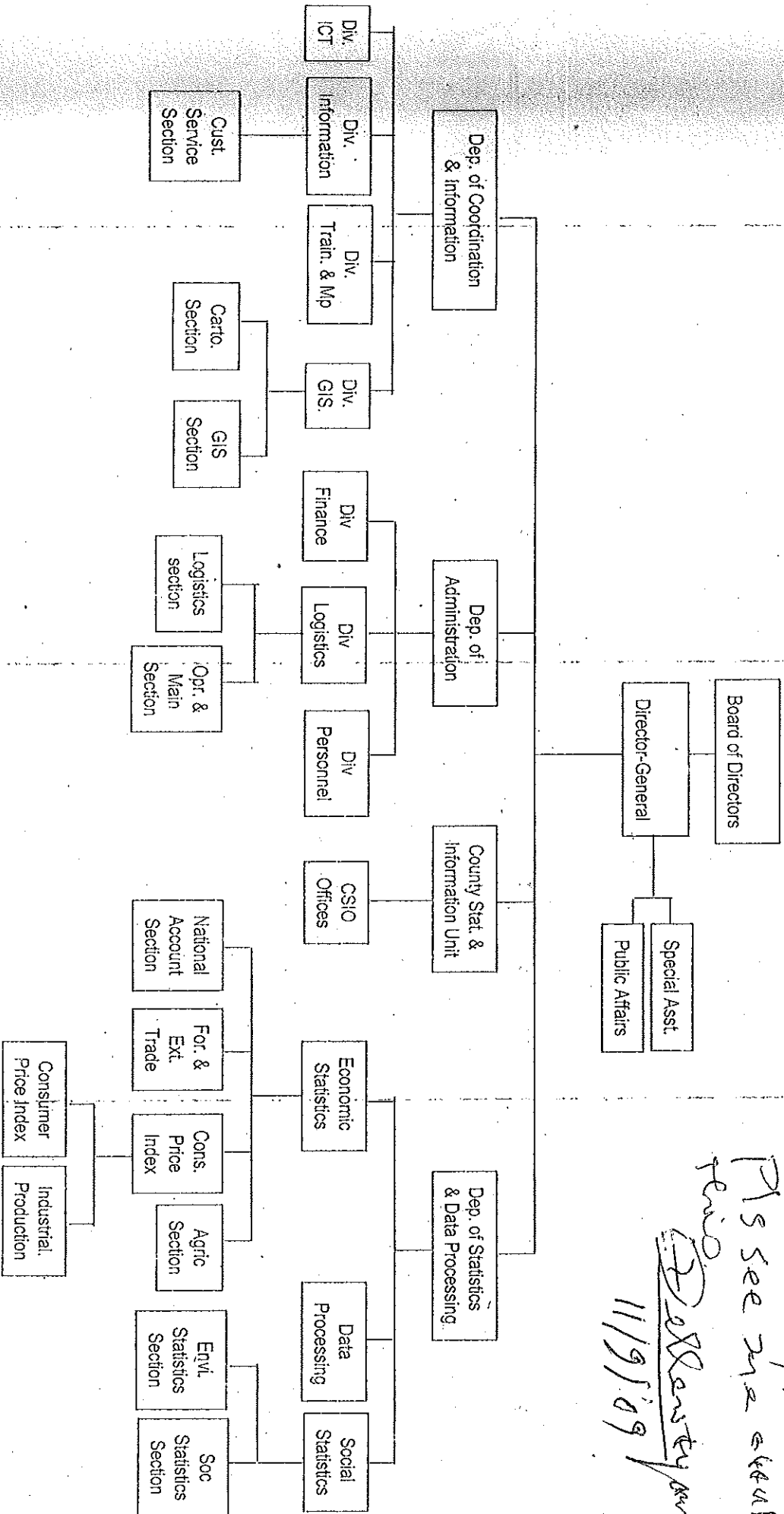
6.2 Workplan

	Mon	Tue	Wed	Thu	Fri
0900					Debriefing LISGIS Top Management
0930		UNDP	Embassy PR China		
1000	Welcome / Outline of the Programme			Magibiri County LISGIS County Office	
1030	Meeting with LISGIS Sector Heads	UNFPA	LISGIS: Economic Statistics	LISGIS: Dissemination	
1100	DG Discussion				
1130		Ministry of Labour			
1200	Detailed Outline of the Programme		Legislation (House of Representatives, Budget Committee)		[French Embassy]
1230					Tel. Interview GTZ Consult. Transport Sect.
1300					
1330					
1400					Departure
1430		LISGIS Economic Statistics: - CPI - External Trade - National Accounts	LISGIS: Statistics and Programming - Census&Surveys - Data Processing	Central Bank	MoEducation
1500	Ministry of Economic Planning & Development (MEPD)		UNDP+EC+LISGIS@UNDP		
1530				MoFinance	World Bank
1600	University of Liberia Institute for Population Studies				
1630		University of Liberia: President			
1700				[1900 Deputy Head German Embassy]	

6.3 Documents

- Organisational Chart LISGIS 2010
- Project proposal in-service training programme for junior and middle level staff in Government ministries and agencies (LISGIS & University of Liberia Oct 2009)
- LISGIS Capacity Development Plan Oct 2008

Liberia Institute of Statistics & Geo-Information Services (LISGIS) ORGANIZATIONAL CHART



- Div/Personnel
 - Asst. Dir/Personnel
 PS see 2nd sheet
 11/9/09

Project Proposal

In-Service statistical training programme for junior and middle level staffs in Government ministries and agencies.

Implemented by LISGIS and the University of Liberia

**Monrovia, Liberia
October, 2009**

Project Summary

Project Title

In-Service statistical training programme for junior and middle Level statistical staff in (Government ministries and agencies) the National Statistical System (NSS).

Project Location

Management Component will be located in LISGIS and the teaching component at the University of Liberia

Target groups

Junior and middle level statistical staff in (government line ministries and agencies) the National Statistical System (NSS).

Project Purpose and Overall Objective

- To establish a three-year In-Service Statistical Training Programme for junior and middle-level staff in government ministries and agencies.
- To enhance the technical capacities of the human resource component of the Liberia National Statistical System (NSS) within the framework of the National Strategy for the Development of Statistics (NSDS). This is a three-year plan with the overall objective of enhancing government's capacity to undertake effective monitoring and evaluation of its development strategies and plans including those of the on-going Poverty Reduction Strategy (PRS) and County Development Agendas (CDA).

Programme Specific Objectives

1. To establish a three year training programme focused on statistics and information management for junior and middle level staff in government;
2. To provide statistical training for at least 100 (government) NSS middle level and junior staff over a three years period targeting at least 30 trainees each year;
- 3 To strengthen capacities in (government ministries and agencies) the NSS for data collection, processing, management and analysis in support to monitoring & evaluation functions. This will enhance support to effectively monitor implementation of the Poverty Reduction Strategy and the County Development Agendas as well as tracking progress towards achievement of the Millennium Development Goals (MDGs).

Main activities

- Class room training using standard applicable university course programmes.
- Participation in relevant capacity building workshops and seminars.
- Supervised end-of-programme relevant statistical project work.
- Capacity building in project management for institutional programme sustainability.

Project History

Current Project Phase

This proposal is based on results of the "Pilot statistical induction programme for junior and middle level staff from government ministries and agencies" implemented by LISGIS and the Institute of Population Studies (IPS) at the University of Liberia (UL).

Previous Programme Phase / Donors

The United Nations Development Programme (UNDP) in partnership with the European Commission (EC) provided support to LISGIS and IPS to implement the pilot induction training programme.

Planned Period of Implementation

November 2009 – November 2012

Project Budget Does the attached budget cover the above planned period?

Total project cost: USD\$

Grant requested:

Other grants for current project`

Implementing Agencies

Requesting and Implementing Agency: The Liberia Institute of Statistics and Geo-Information Services

Other agencies involved: The University of Liberia (UL)

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Background

As Liberia embarks on its journey of recovery, reconstruction and development, the need for enhancing and strengthening the system of compilation and analysis of statistics and data with requisite disaggregation cannot be over-emphasized. Reliable data and official statistics are necessary for planning and monitoring progress and promoting accountability of development strategies. Currently, the Government has embarked on implementing a three-year Poverty Reduction Strategy (PRS), and County Development Agendas (CDAs) in all 15 counties of the Republic. Hence to monitor and evaluate outcome and impacts of these interventions require relevant and accurate data and statistics in a timely fashion.

The availability of data and statistics has of recent times improved significantly with the successful conduct of various national surveys and censuses including the National Population and Housing Census, LDHS¹ (2007), CWIQ² (2007), NEC³ (2007) by LISGIS. Also completed were the National School Census in 2006 and 2007 by the Education Ministry and the establishment of a Health Management Information System at the Health Ministry to name a few!

It is also worth noting that the Government, in its bid to strengthen national statistical capacity recently launched a five-year National Strategy for the Development of Statistics (NSDS). The strategy identifies several areas where much effort is required to build the statistical capacity necessary to inform and guide the development process. Central to the strategy is the building of the human capacity dimension especially the cadre at the junior and middle levels in the statistical system. This has already started with the recently completed pilot induction statistical training programme which saw the successful graduation of 85 government staff members.

Overall Objective

To establish a three year in-service statistical training programme at the University of Liberia in support to building of technical capacity for junior and middle level staff in government ministries and agencies. The programme will assure the enhancement of skills for the collection, processing and basic analysis of statistical data in government ministries and agencies in support to the monitoring and evaluation of national and local level development strategies.

Specific Objectives of the programme

1. To strengthen the capacities of statistical institutions in Government to provide relevant data and statistics in support to PRS and CDA monitoring as well as tracking progress of the Millennium Development Goals (MDGs).
2. To target at least 100 junior and middle level staff in Government Ministries and Agencies over a three-year period for training in basic statistics, data

¹ LDHS – Liberia Demographic & Health Survey

² CWIQ – Core Welfare Indicator Questionnaire

³ NEC – National Establishment Census

processing, GIS⁴ and information management. At least 30 staff will be identified for training per year;

3. To strengthen capacities in LISGIS and the University of Liberia (Institute of Population Studies) for effective project management.
4. To ensure that the results and lessons learnt from this project will provide a basis for the establishment of a Degree programme in Statistics at the University of Liberia.

JUSTIFICATION

It has been widely recognized that Liberia's National Statistical System, comprising of LISGIS and other statistical units in Government ministries and agencies do not have adequately trained manpower in statistical techniques to accomplish their required tasks. In other words, few staff of these entities have the technical skills needed to operate the various stages of the data management cycle. For instance, Chapter 13 of Liberia's on-going PRS on M&E structures and processes notes that "...less than 10% of staff in statistical agencies has had any statistical related training!" Hence the following points will provide strong justification for undertaking the programme:

- Recognizing the important role that statistical institutions have to play by providing accurate and relevant data in a timely manner for effective monitoring and evaluating the implementation of the PRS, "...building human capacity within statistics institution" is identified as a key element to strengthening this M&E function. To this end, a major deliverable under the NSDS implementation was identified as "...Developing and operationalizing an in-service statistical training program for junior and mid-level statistical staff in LISGIS and line ministries and to train at least 100 staff over 3 years."
- The NSDS links in with a vision of "... raising the competence of statistical staff by expanding opportunities for training." Accordingly, during this PRS period, considerable investments will be needed to build human capacity within LISGIS and other data-producing sectors to enable these institutions deliver on their mandates.
- The NSDS implementation plan puts responsibility for delivering on this task on LISGIS as the principal coordinating agency and University of as the training arm of the statistical system.
- There are currently various ad-hoc short-term training programmes that are taking place for staff in ministries and agencies, but these are very much uncoordinated and unstructured. Almost all are on computer literacy and none is focusing on statistics or data/information management.
- The on-going development of a 10-year National Capacity Development Strategy (NCDS) coordinated by the Ministry of Planning & Economic Affairs which is geared towards strengthening government's manpower needs in enhancing requisite sectoral development work. This proposal has direct linkages to this emerging strategy for the statistical sector.

⁴ GIS - Geographic Information Systems

This proposal aims to start a unified 3 year statistical program for staff in government ministries and agencies. In particular, this statistics programme development within the framework of the NSDS and PRS M&E deliverables, seeks to build the capacity of 100 government officials supporting activities for collecting, processing and analyzing data and official statistics in Liberia.

At the end of the programme

- 100 statistical staff in government would have received training in basic statistical concepts and techniques including data collection, processing and analysis and other Information Management techniques as well as GIS and other official statistics compilation using recognized standards.
- A "Training and Manpower Development Unit" for statistical activities established and operationalized at LISGIS.
- A strengthened capacity for "in-service programme for statistical training" project management in LISGIS and the University of Liberia supporting national and local level development planning and monitoring strategies.
- Three Annual Reports for each year and an end-of-project with a lessons-learned component generated to facilitate the setting up of a Bachelors degree programme in Statistics at the University of Liberia

Implementation strategy

1. Duration

The In-Service Training programme will be over a three-year period starting in January 2010. During this period, at least 100 junior and middle level staff from Government line Ministries and Agencies.

2. Selection of Trainees/Participants

- Letters requesting nominations from the Steering committee will be sent to Heads of government ministries and agencies indicating eligibility criteria.
- Trainees will be drawn from among the graduates of Dec 2008 – July 2009 Pilot Statistical Induction Training Program facilitated by LISGIS and IPS.
- A one-time amount of US\$ 100.00 will be paid per student as rent for the use of facilities during the programme.
- Trainees will receive a transport allowance of US \$30.00 per month for maximum of 9 months for three (3) years.
- Trainees will be provided with assorted stationery to facilitate

3. Training Execution

The following Institutes/Departments/Divisions at the University of Liberia and LISGIS will be providing Facilitators/Trainers for the In-Service Programme:

- Institute for Population Studies (IPS) - UL
- Economics Department - UL
- Mathematics Department – UL
- Sociology Department - UL

- Data Processing Division – LISGIS
- GIS Division - LISGIS
- Participating Departments and Agencies will develop and make available training materials (free of charge) to the Training Coordinator for multiplication and distribution to students.
- The University of Liberia participating departments will organize tests, quizzes and exams for each module pertaining to their respective departments and submit marks (grades) thereof to Training Coordinator.
- Each Student is required to submit a report (Project Paper) of an approved research topic which will comprise a data collection exercise, data processing, statistical analysis and recommendations
- The University will award Diplomas and Certificates to trainees who successfully complete ALL modules at the end of each academic year.

Management Arrangements

In the first year of implementation, LISGIS will be responsible and solely accountable for the implementation of the project. It will be required to provide all requisite progress reports of the project implementation. LISGIS will appoint a Coordinator from amongst its senior staff who will work directly under the supervision of LISGIS' Director General. The In-Service Training Coordinator will be principally responsible for preparing all project reports for review and finalization. Details of the Coordinator's Terms of Reference (TOR) are attached as annex B. The Coordinator shall receive a monthly stipend for ten (10) months in each year of programme implementation.

To ensure good project management oversight and quality service, two committees will be constituted as follows:

- Steering Committee; and
- Technical Committee

1. A Steering Committee to oversee the implementation of the programme will be constituted as follows:

LISGIS, Director-General	-	Chair
UL, President	-	Co-Chair
MPEA, NCDS ⁵ Secretariat	-	Member
CBL	-	Member
UNDP	-	Member
UNICEF	-	Member
UNFPA	-	Member
FAO	-	Member
EC	-	Member
World Bank	-	Member
AfDB	-	Member

⁵NCDS – National Capacity Development Secretariat

Functions of the Steering Committee

- Meet on a quarterly basis or as required to review and approve progress reports ensuring they meet required reporting standards;
 - Review and approve nominations for acceptance into the programme;
 - Review and approve students for graduation;
 - Coordinate advocacy messages and assist on resource mobilisation.
2. A Technical Committee comprising technicians from the institutions facilitating the conduct of the trainings to coordinate their activities. This committee shall be constituted as follows:

LISGIS, Dep. D-G (Coordination)	-	Chair
IPS, (Director)	-	Co-Chair
Economics Department, UL	-	Member
Mathematics Department, UL	-	Member
Sociology Department, UL	-	Member
Data Processing Division, LISGIS	-	Member
GIS ⁶ Division, LISGIS	-	Member
Training Coordinator	-	Secretary

Functions of the Technical Committee

The Technical Committee will provide technical support and advice for the implementation of the programme. Specifically this will include;

- Reviewing all trainee nominations for training and making appropriate recommendations to the Steering Committee for their approval.
- Reviewing and finalizing all course curricula to be used for the programme with the objective of building and strengthening of statistical/data management capacities of trainees. This has to be guided with the objective of strengthening monitoring and evaluations for the implementations of the PRS, CDA and other national development strategies including sector-specific ones.
- Reviewing and finalize all teaching plans ensuring they meet defined course curricula and that they are delivered in a coordinated and timely delivery of the programme.
- Provide support to the Training Coordinator to ensure rules regarding class attendance, punctuality and performance of requisite tasks are enforced at all times.
- Review and approve all field project work by students ensuring that relevant topics for research are chosen from the different statistics-practice areas in Liberia.

⁶ GIS - Geographic Information System

- Review and approve the designation of Supervisors to guide trainees in completing their field project papers.
- Review plans and provide advice on implementation status;
- Review all draft project implementation reports (including financial and narrative ones) before they are submitted to the Steering Committee for their consideration.
- Provide advisory support to the Training Coordinator as required.

D. COURSES OFFERED

The one year statistical programme for junior and middle level statistical staff will comprise of ten courses as may be required for the certificate in statistics. These courses consist of 30 no-credit hours and are organized two academic semesters of the university. Each course will be conducted for three (3) non-credit hours per week, Mondays – Fridays.

Classes will be conducted in the afternoon from 1:00 P.M. – 4:00 P.M. to ensure minimum disruption of work in the participating institutions; trainees will report to their work places in the morning and attend classes in the afternoon.

Facilitators/Instructors will be drawn principally from LISGIS and the University of Liberia but also other practicing statisticians with the requisite knowledge and experience in the subject matter to be taught.

Facilitators will be required to provide copies of presentation materials (in hard copy or electronic format) to be reproduced and shared with trainees at no cost.

Attendance sheets for both trainees and trainers will be completed for each session and submitted to the training Coordinator for his records. These sheets will provide basis for assessing trainees as well as serve as supporting documents for the computation of facilitators' allowance claims.

E. Risks and Assumptions

1. Insufficient pool of trainees – Low Risk

The recently completed pilot Induction training programme for statistical staff graduated about 90 trainees. This should comprise a pool for the selection of trainees to participate in the programme.

2. Inadequate understanding between LISGIS and the University of Liberia to implement programme – High Risk.

LISGIS and IPS have collaborated in undertaking the pilot induction programme successfully. To mitigate this risk, LISGIS and the University will have to sign a Memorandum of Understanding (MOU) which should specify expectations, roles and responsibilities of each entity in the implementation

of the programme.

3. Inadequate facilitators for the programme. Low Risk

The University has a crop of instructors in the several areas of the proposed course curriculum. In addition, there are trained and experienced practicing subject matter statisticians currently in the employ of various government ministries and agencies. It is envisaged that these professionals will be invited to facilitate in some of the course areas of their expertise.

Annex A

Course Structure Contents for the In-service Certificate in Statistics

Include courses on GIS and data computation using desk/laptop computers and software applications such as CSPRO, SPSS, SAS, ESCODER, software for computing consumer price index and National Accounts, analysis of population data, etc. at the first and second semester levels.

First Semester Courses include:

CEST 101: Basic Mathematics

Concepts of variable, functions, notations, symbols and their solution; equation – linear in one and two variable and quadratic; special functions – exponential and geometric logarithm; its uses application ; arithmetic and harmonic progressions; permutations, combinations, and binomial; exponential and logarithmic expansion.

CEST 102: Methods of Data Collection and Processing

Introduction to methods of data collection – primary, secondary, and tertiary data; methods – observation – structure and unstructured questionnaire; types of interview and questionnaire administration; projective and other indirect method of data collection, techniques of interviewing; sources of data – census or complete enumeration, registration system, sample surveys and officials records; their advantages and disadvantages, GPS, Geo-cods, Standards, etc.

Field Work – Preparation, Visits, Field Certification, Questionnaire validation, Batching and transport, field Coordination and supervision, etc.

Survey of computer hardware and software, Database types – Flat Vs relational

Data Entry – Screen Preparation, Coding, Scheduling, Supervision, etc.

Data Editing and "Cleaning" – batch editing, Consistency checks, etc.

Survey of data processing packages – excel, CPro, SPSS, etc.

CEST 103: Official Statistics and Statistical Organization in Liberia

Development of official statistics in Liberia; legal status of statistics and statistical organization in Liberia, compilation and publication of statistics; status of official statistics and its problem in different ministries/agencies of the Government of Liberia. Contents of official statistics collected in Liberia. Methods of data collection and processing used by different agencies and ministries. Liberia's NSS and its stakeholders; Basic concepts and definition – Data/Statistics, Baseline/Benchmarks, etc. What is Official Statistics - Data compilation methods in Liberia Nature and functions NSDS implementation and coordination Dissemination platforms – GDDS, Liberia Info, www.lisgis.org Role of statistics in PRS/CDA M& E frameworks, tracking

the MDGs.

CEST 104: Descriptive Statistics

The scope of statistics; attributes and variable – measure and scales; presentation of data – grouping of statistical data; preparation of dummy tables, quantitative and qualitative groups; preparation of sample and cumulative frequency distributions; graphical presentation of data – bar and composite bar and pie charts, histograms, frequency polygons, ogives; measures of central tendency – arithmetic, geometric and harmonic means; mode median and other partition values such as quartiles, deciles and percentiles; measures of variation – range; quartile, means and standard deviations; uses of different measures of skewness and kurtosis, etc.

CEST 105: Elementary Probability and Statistics

Elementary idea of probability, theorems of total and compound probability, concepts of statistics independence, expectations, repeated trials, binomial, positive and negative binomial distributions, normal distribution and its role in statistical analysis; concept of sampling distribution, sample values and population parameters, application of common sampling distributions like F, t and Chi – square, confidence interval, simple tests of significance, biased and unbiased estimates.

Second Semester Courses include:

CEST 106: Population, Health and Vital statistics

Population statistics: rates, ratios and population growth rates; crude birth and age-sex specific death rates; infant mortality rates; concepts of life table and expectation of life at birth, and interrelationship between columns of life table (no construction of life table); volume and rate of migration, etc. health Statistics; concepts of incidence and prevalence rates, fatality rates, indices for expressing health facilities, neo-natal death rate, still birth, abortion and miscarriage rate, early neo-natal and peri-natal mortality rates, etc.

CEST 107: National Accounts, Prices, BOP and Labour Statistics (Pre-requisite: CEST 104)

Economic Statistics – Index numbers, time series analysis, elementary idea of national income and national accounts, foreign and domestic trade statistics; agricultural production statistics, industrial statistics – preparation of quality control charts for proportion and averages; manpower and labour statistics; crude and general activity rate, dependency ratio, measures of employment, study of labour mobility by use of balancing equation, and simple concept of working life table.

CEST 108: Social, Crime and Education Statistics

Marriage, Household and family Statistics: crude and mean and median age at first marriage, concept of household and family, average household size; study of household and family, average household size study of household composition by relationship; educational statistics; crude and specific rate – attendance, enrolment, literacy, educational attainment, repeaters dropouts and retention, grade progression ratio, literacy rate, etc. Judicial Statistics: disputes, and crimes, immigration, and naturalization, housing statistics.

CEST 109: Sample Survey and their Application

Design and estimation – Universe, frame, complete enumeration, sample surveys, sampling units – random and non-random samples; design and estimation of population values (total, mean, variance), and standard error for simple and stratified random (proportional and optimum allocation); multi-stage – cluster and systematic samples. Specific surveys – one time and longitudinal surveys, demographic surveys of yields in agricultural fields.

CEST 110: Project Work

Unlike all the other courses, this is not a taught course. Rather, it is intended to provide evidence of the participants' understanding of all statistics substantive and technical course and the participants' application of elements of these in their project papers. It is therefore meant to have the participants demonstrate their analytical and writing skills on subjects relating to their or other statistical departments/organizations whose data they have to assemble, and the results written up in project papers.

Evidence of the course participants' capacities in interpreting population, and development interrelations provided by their ability to prepare, and present a research paper, which demonstrates the interrelationship. The project paper is submitted in partial fulfilment of the requirements for the award of certificate in statistics. Thus, the project paper, which is considered a separate course, is an integral part of the programme, integrating methods, theory and policies analysis.

The course, which draws heavily on all other courses enable the participants to work independently, consulting widely the guidance of a supervisor. Each participant will be expected to:

- a) Select and justify a research topic;
- b) Undertake an extensive literature review;
- c) Develop a conceptual framework of the relationship between population and development issues to be analyzed;
- d) Collect/assemble and analyze data and interpret result of the analysis;
- e) Test hypotheses, if any; and
- f) Write report which, including the methodology and findings, are presented at a workshop at the end of the semester.

The project papers are submitted and presented at the policy workshop for examination.

2.5 Field Research Statistics (CEST) Students

The cost of Field Research for students is specified as:

Statistics (CEST) Students

During each academic year the 35 CEST students are required to conduct research on various population and reproductive health issues. This course requires intensive work to collect process and analyze data. An estimated amount per year for each student is required for DSA, transportation, stationery and other research needs shall be covered by UNDP/EC supports.

2.6 Students' Seminars

Each year the IPS conducts two student seminars for the CEST and Minor Program. At the beginning of each semester, two separate seminars are conducted to allow students present topics and research proposal for guidance. At the end of each semester, two seminars are held to allow students present and defend their research papers before an array of faculty members from the Institute and the College of Social Sciences and Humanities at the University of Liberia.

Attendants at each of the separate program will include the students, 9 faculty members from LISGIS and the University of Liberia. Allowance is also made for two (2) support staffs in each year.

ANNEX B

Training Coordinator - Term of Reference for the

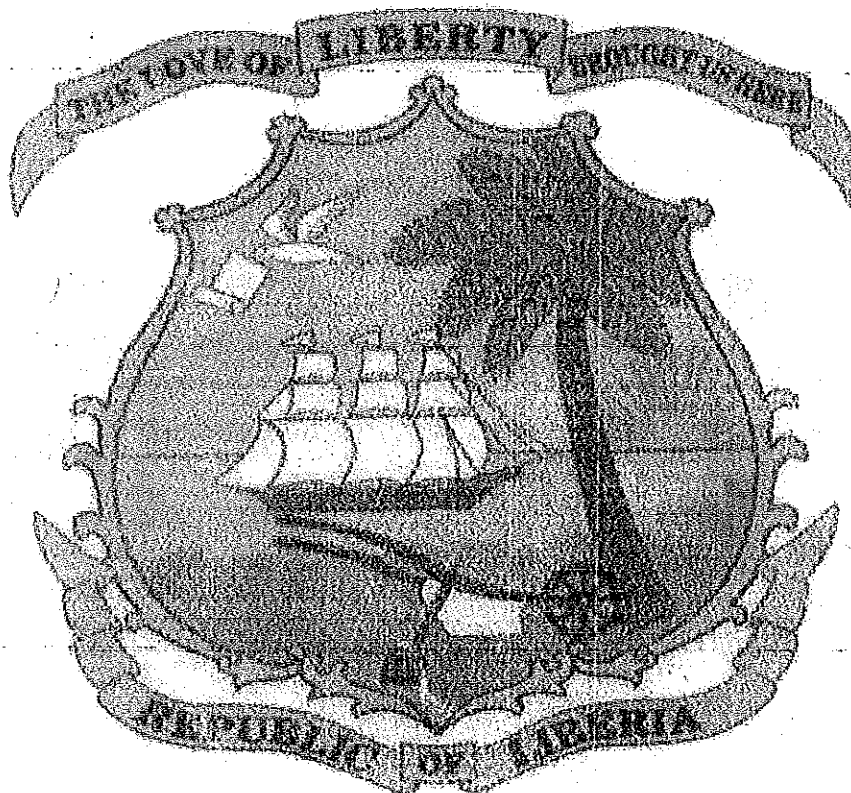
Under the direct supervision of LISGIS Director-General Programme Coordinator will:

1. Maintain an up-to-date and accurate data base of trainees and trainers
2. In accordance with the University, manage a comprehensive attendance tracking system for both trainees and Trainers using a developed and standardized template;
3. Collate presentation/instructional materials from trainers for reproduction and ensure timely distribution to trainees;
4. In accordance with the University and/or other relevant department, identify classroom and ensure that requisite training materials are available during the training session;
5. Serve as a secretary to the "statistical In-Service steering and technical committees" meetings. Prepare and share draft agenda of planned meetings and share minutes of meetings to members of the various committees in a timely fashion;
6. Prepare and submit requisite reports including financial reports for submission to the Technical Committee initially for their reviews and comments.
7. Submit to the steering committee all requisite reports including comprehensive monthly reports covering the training activities and progress made;
8. In accordance with the programme implementation plan, request from sponsored stationery supplies for the programme and process payment of due allowance for trainees and trainers; and
9. Perform any other related duties as assigned by the Director- General of LISGIS.

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Draft



Capacity Development Plan

OCTOBER 2008

Introduction

The advent of the "Information Age" has tended to generate not only more information now than before but also a growing demand for such information on a timely basis and with easy accessibility. In many countries, economic and social conditions have changed drastically due to increasing international trade, economic and financial integration, modernization and the fundamental changes in the political and economic systems of the last decade. The framework and its statistical requirements for designing and monitoring social policy for economic growth have been upset by the complexities emerging from these conditions. The statistical systems around the world are now facing the challenge to produce and disseminate meaningful, quality and timely statistical information compiled from the myriad of economic transactions and social events. In the midst of these dramatic changes, national statistical systems particularly of developing and transition economies have been slow in adopting new standards, methods on data collection, processing, production and dissemination of required information to measure economic and social progress and structural changes.

As Liberia is recovering from a protracted and costly civil war, a large part of the country's infrastructure was destroyed; much of the rest is dilapidated and needs repair. Economic activity declined precipitously. Key institutions and organizations became dysfunctional and need to be reconstituted. The difficulties in rebuilding and reconstruction have been compounded by inadequate human capacity to collect and analyze relevant statistics and other information critical for decision makers. Significant progress has been made over the last five years, and especially since January 2006 when the democratically-elected government was inaugurated, but there is a long way to go.

LISGIS as government statistical institution is playing a vital role to implement the PRS and the NSDS. Apparently, it has inadequate skilled personnel to compile, analyze, and publish the regular statistics it is supposed to be responsible for. Even with the household surveys it does undertake itself, it has inadequate capacity to analyze and produce the reports without external consultancy assistance.

OVERVIEW OF STATISTICAL SITUATION IN LIBERIA

The Liberia Institute of Statistics and Geo-Information Services (LISGIS) became an autonomy institution by a Legislative Act in 2004. It was previously a department of statistics within the Ministry of Planning and Economic Affairs.

Its functions as defined under the Legislative Act, include a broad range of activities as indicated below: Advise on all initiatives to collect data at all levels (locality/village/town, clan district, county, regional and national) in the context of an integrated National Statistical and Geo-Information System; review instrument for data collection developed for such initiatives including GIS data and maps, census and survey design, questionnaire and concepts, definition and nomenclatures to be used in conducting the said censuses and survey, as well as the cost of such operations; establish and manage, in collaboration with respective ministries, a National Master Sample Frame consisting of population census enumeration areas listing of household and register of enterprises, as a key instrument for the coordination of National Statistical and Geo-Information System; ensure that all surveys of enterprises and household and/or individual will draw their respective sample from the National Master Sample Frame; compile, update and publish a rolling National Integrated Program of Sample Survey of Households and National Integrated program of Sample Survey of Enterprises to be conducted by various components of the National Statistical and Geo-Information System; Conduct censuses and surveys; Collect routine administrative statistics; Collect, analyze and disseminate social, economic, environment and national accounts statistics of internationally acceptable standard as it is required; Publish as its regular output Quarterly Statistical Bulletin, an Annual Statistical Abstract, an Annual Economic Survey and Annual Statement of National Accounts as sources of official statistics of Liberia; Accredite all professional statisticians desirous of undertaking any statistical research in the country; developed for approval by Board a public access to information policy.

Despite the statistical Act of 2004 which gave LISGIS the power to perform the above function mentioned, Statistical development in the country has been very slow due to the disrupted impact of the civil crisis- data dissemination activities in particular is yet to

undergo any improvement in line with the process of the country's transformation from a war torn country to a perfect and absolute peace country. The effectiveness of data is now improving considerably as a result of donors' assistance, and statistical information has come to serve as one of the most important inputs in assessing and analyzing socio-economic trends in the country as well as in each sector and locality.

The statistical situation in Liberia has not provide^d much comprehensive statistics to policy makers and the general public with a well defined legal framework. Legislative Act of 2004 has provided LISGIS with the authority to obtain information, while also assuring confidentiality to the provider of the data. At the moment, LISGIS is making frantic efforts to ensure that the methodology used for data archiving and preservation allow for international consistency and comparability of Liberia's statistical and spatial system (LSSS) with other countries.

A small country like Liberia who is just recovery from a civil crisis is limited human capacity and resources, need to be channelled into activities that would benefit the county most.

Within the context of developing and strengthening LISGIS and the various sectors, the LISGIS has identified the following weaknesses and needs:

- There is *limited manpower capacity within LISGIS and across other sectors of our statistical system.*
- There is *a skills gap and a lack of motivation among LISGIS professional staff.*
- There is *a need to link statistics to policy processes in all sectors and more extensive use of existing data for policy and decision-making.*
- There is *a need for data analysis, integration, reporting and archiving.*
- There is *a need to disseminate data more efficiently such that data and information products reach all categories of users.*

These are simply a few of the identified weaknesses outlined in LISGIS, which provides the framework and motive for developing this proposal for support by government and/or our development partners. The proposal is submitted in hopes of securing assistance to

fill some of the gaps and weaknesses identified in the specific area of Data Processing and Analysis, management of micro-data.

Within the context of LISGIS standard tasks, various activities have been defined:

LISGIS Task 1: Short Term Training Programme

- ❖ Establish a short term training programme in Data processing
- ❖ Formulate a formal a micro-data dissemination policy
- ❖ Build expertise in data analysis
- ❖ Improve the national statistics website to be more data-access oriented
- ❖ Establish a micro-data lab at LISGIS accessible by sector partners.

LISGIS Task 2: Medium Term Training Programme

- ❖ Conduct a professional training course that will last for six to one year in basic statistical techniques to be taught at the University of Liberia.
- ❖ Medium term training programme for Data Processing staffs
- ❖ Medium term training programme for website designers and management.

LISGIS Task 3: Long Term Training Programme

- ❖ Send staff to countries in Africa to pursue M.Sc course in Programming, Demography, Statistics, and Economic Statistics

These activities and their relationship with strategic goals enumerated in the NSDS are described in more detail below. The inputs needed to implement them are defined in terms of technical assistance, training, and equipment. Expected outputs are also identified.

Task 1: Short Term Training Programme

- ❖ Establish a short term training programme in Data processing

NSDS Objective #2: Devising an Efficient Capacity Building Plan for Liberia's National Statistics System

NSDS Priority interventions include but not limited to the following:

- Raising the competence of statisticians by expanding opportunities for training;
- Ensuring the availability of essential facilities and equipment to all sectors of the system;
- Formulating and implementing a comprehensive capacity development plan that assures the production of relevant data throughout the national statistics system.

The terms 'capacity', 'capacity building' and 'capacity development' have been used increasingly by the development community in recent years, often replacing the terms 'institutions', 'institution-building' and 'institutional development'. Capacity development and institutional development are not identical concepts even though the two terms overlap to a considerable extent.

Capacity can be defined as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably. This definition has three important aspects:

- First, it indicates that capacity is not a passive state but is part of a continuing process;
- Secondly, it ensures that human resources and the way in which they are utilized are central to capacity development; and
- Thirdly, it requires that the overall context within which organizations undertake their functions will also be a key consideration in strategies for capacity development.

Capacity development is a broader concept than institutional development, and in addition to a concern with human resources and the development of institutions, it includes an emphasis on the overall environment within which organizations operate and interact. It includes, for example, concern for the functioning of the labour market, which determines how efficiently human resources are allocated among alternative uses; it also includes a concern for the capacity of institutions – especially in the public sector – to finance recurrent budgets, to provide adequate levels of salary to hire and retain qualified staff, to provide for adequate non-salary operating costs, and to implement transparent personnel policies based on merit and not solely on seniority or subjective criteria such as political connections.

Inputs

Technical Assistance

- Periodic follow-up and monitoring of the current data archive program as provided in the timeline.
- Pursuant to the inventory of the sector data sets to be completed in the first quarter of 2007, a consultant will assist LISGIS and sector personnel in defining a strategy to move forward in documenting and archiving the sector specific databases. During the same mission, a second national Toolkit workshop will be held using sector specific data sets (see below).

Training

- Short term training course in Liberia for three – four (3-4) months and /or within the sub-region on data processing.
- Short term training course in Data analysis software
- Short term computer training in Liberia

Outputs

All junior staffs of will have an in house training to enhance their performance at job site.

1.4 Improvement of the national statistics website

NSDS Objective #5: Developing and Managing an Efficient Approach to Information Sharing

NSDS Activities:

- Create an enhanced NSS website for free publication of data from all ministries and agencies;
- Formulating data access and dissemination policies that promote information flows within the national statistics system and its stakeholders; and
- Developing and promoting a national database platform at LISGIS, linked to sectors and ministries and agencies in the statistics system, which enhances information exchange and the regular updating of the database.

LISGIS website will be a key medium for disseminating the outputs of the LISGIS information. The development of the current website has been out sourced through the assistance of UNDP/NIMAC. LISGIS does not have sufficient expertise in the technologies that are used for its development (PHP and MySQL). As a result, LISGIS is not fully in control of the site.

To strengthen LISGIS' expertise in the use of the web technology for disseminating its data and metadata, the following is needed:

- Fill in gaps in capacity in order to maintain adequate control of the web site internally (by LISGIS)
- Assure the web site is data-access focused. As regards the ADP-specific activities, this will include such things as: providing an on-line survey catalogue; providing clear data access policies; providing easy to use data access request forms; providing direct access to all metadata. The development of the catalogue will economize by making use of various open source web based solutions developed by the IHSN.

Inputs

Technical Assistance

- Technical assistance of an international consultant is required in order to assist LISGIS administer the new web site using the new technology used by the developers of the current web-site. This mission will be timed soon after the off-site training outlined below. The consultant would coach the LISGIS developers on how to develop and enhance web features related to data dissemination such as the development of an on-line survey catalogue, publishing html output from the Microdata Management Toolkit, developing secured login access to non-public information, and implementing a web usage monitoring system. The consultant will also introduce LISGIS to the modules provided by the IHSN that can facilitate the development of on-line survey.
- Further expressions of interest in the areas of data dissemination are expressed in the development of dynamic site development such as: web-enabled tabulation systems, dynamic time-series processing, building website databases and e-commerce. These can be developed and training provided as the demand requires through periodic review of training needs.

Training

The web site developer training is required to attend a training program in South Africa. As a follow-up to this training and in order to assure that LISGIS is able to maintain its own web site using the current technology as implemented by the external developers, it is important to maintain and develop these resources in the following areas:

- PHP, ASP and mySQL
- Advanced XML/XSLT programming (to take full advantage of the XML technology and standards used in the IHSN Toolkit)

Outputs

- In-house management and timely content maintenance of LISGIS web site.