# Thematic study of support to statistical capacity building

Evidence Report Part 2

Evaluation of the Paris Declaration

EVALUATION OF THE IMPLEMENTATION OF THE PARIS DECLARATION

Thematic study of support to statistical capacity building

Evidence Report

Part 2

Final version

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Abbreviations

ACBF	African Capacity Building Foundation
AfDB	African Development Bank
AFRITAC	African Regional Technical Assistance Centres
APR	Annual Performance Review
BBS	Bangladesh Bureau of Statistics
CEPGL	Economic Community of the Great Lakes
CNS	National Statistical Council (Burkina Faso)
COMESA	Common Market of Eastern and Southern Africa
CPI	Consumer Price Index
CSO	Central Statistical Office
CWIQ	Core Welfare Indicators Questionnaire
DFID	Department for International Development
DHS	Demographic and Health Survey
EAC	East African Community
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale sur les Conditions de Vie des Ménages
EU	European Union
FAO	Food and Agriculture Organisation
GDDS	General Data Dissemination System
HBS	Household Budget Survey
HIC	Humanitarian Information Centre
HLCS	Healthy Living Conditions Survey
ICP	International Comparison Programme
ICT	Information and Communication Technology

IDA	International Development Association
IMF	International Monetary Fund
INSD	National Institute for Statistics and Demography (Burkina Faso)
iPRSP	interim Poverty Reduction Strategy
JTF	Japan Trust Fund
LISGIS	Liberia Institute of Statistics and Geo-Information Services
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MIC	Multiple Indicator Cluster
MINECOFIN	Ministry of Economic Planning and Finance
MOP	Ministry of Planning
NBS	National Bureau of Statistics
NEX	National Execution
NGO	Non-governmental organisation
NIMAC	National Information Management Centre
NISR	National Institute of Statistics of Rwanda
NPFP	National Poverty Focal Point
NPHC	National Population and Housing Census
NSDS	National Statistical Development Strategy
NSS	National Statistical System
OECD	Organisation of Economic Cooperation and Development
ONAPAD	Observatoire National sur la pauvreté et le développement humain
PDSSN	National Statistical System Project
PMS	Performance Management System
PMU	Project Management Unit
PNS	Programme National Statistique
PNUD	United Nations Development Programme (French)

PROSMIC	Programme Statistique Minimum Commun
PRSP	Poverty Reduction Strategy Paper
PSDSN	Development of the National Statistical System Project
ROSC	Reports on the Observance of Standards and Codes
SCB	Statistical Capacity Building
SCBI	Statistical Capacity Building Indicators
SIDA	Swedish International Development Cooperation Agency
SMIs/SMEs	Small and Medium Sized Industries/Enterprises
SNDS	Stratégie Nationale pour le Développement de La Statistique
SSN	National Statistical System (French acronym)
SWAp	Sector-wide approach
TASAF	Tanzania Social Action Fund
TFSCB	Trust Fund for Statistical Capacity Building
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WHO	World Health Organisation

1   Introduction

1.   This collection contains five 'light touch', or 'limited', country case studies conducted in support of a study of support to statistical capacity building (SCB). This introduction briefly sets out the context of the evaluation, and the purpose, scope, and methodology of the limited studies. For more details on the overall study, please see the 'Evaluation of the implementation of the Paris declaration: Thematic study of support to statistical capacity building Synthesis Report.'

1.1   Evaluation background

2.   The overall study aims to answer this overarching question:

- "What development partner approaches to statistical capacity building have been most effective in different circumstances and why?" (Terms of Reference paragraph 12).

3.   The study is expected to feed the discussions in the Third High Level Forum on Aid Effectiveness in Accra in September 2008. The study is supervised by a board comprising representatives from donors, recipient countries, the United Nations and the Partnership in statistics for development in the 21st century (PARIS21); and is funded by the UK Department for International Development (DFID) and the Swedish International Development Cooperation Agency (Sida).

4.   The study is motivated by two processes. The first is the increasing emphasis currently placed by donors and governments on statistics in order both to inform policy and to monitor results. The second is the set of discussions and reflections on aid effectiveness that are summarised in the Paris Declaration on Aid Effectiveness in 2005. The study explores whether the commitments in the Paris Declaration have improved support to statistical capacity building, and considers the implications of changing forms of aid delivery for support to statistical capacity building.

5.   The overall study therefore has two principal objectives:

- "To develop a framework that can evaluate different types of statistical interventions in different country contexts; and

- To document existing evidence regarding what type of support to statistical capacity building is most effective and sustainable, to feed into the High Level Forum on Aid Effectiveness in Accra (September 2008)."[1]

6.   In addition, however, the study's Management Board emphasised the need to make explicit comments on the role of the Paris Declaration in improving support to statistics. The team therefore undertook to assess selected areas of support "on the extent to which it met Paris Declaration principles."[2]

7.   There are three principal outputs of the study. The Synthesis Report collects the findings and recommendations of the study and sets out the evaluation framework. A

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[1] Terms of Reference paragraph 10.

[2] Revised inception report page i.

case study report contains three studies that examine general support to SCB in Zambia, Niger, and Cambodia ('country case studies'); and two that examine support offered around the world by DFID and Sida ('donor case studies'). The present report offers further supporting evidence from five brief desk-based studies of support to SCB in Bangladesh, Burkina Faso, Liberia, Rwanda, and Tanzania. Readers are referred to the Synthesis Report in particular for the study's main findings and recommendations.

1.2 Purpose, scope, and methodology of the limited studies

8.   The limited studies are designed to provide supplementary evidence to the full study, to enable the testing of the hypotheses and framework developed in the case studies and desk research, and to check their wider validity. The Terms of Reference (paragraph 14) envisaged that these studies would address the following questions:

- "Are there links between demand and supply of statistical information? (Given the limitations of this study, user needs should focus on one area e.g. PRSP monitoring).

- Is there Government buy in for evidence based policy making?

- Are statistical producers, at the country level, harmonised?

- Are donors harmonised at the country level?"

9.   It was originally envisaged that the research conducted for these studies would not be published separately, but would be integrated into the main report findings. However, given the volume of information gathered, the Management Board decided that separate publication of this supporting evidence would be more appropriate. In tandem, the scope of the studies evolved slightly to include questions about the Paris Declaration more broadly, and about country governance. Moreover, if during the conduct of the studies points of particular interest were identified in documents or with informants, these were explored. Conversely, some areas were given less attention, either because of this, or because information was not readily available. These two tendencies may lead to the reports appearing unbalanced, and their original purpose should be borne in mind.

10.   The limited country case studies were designed to contribute further to the development and testing of typologies and an evaluative framework. On the basis of these types, and the information gathered from the other stages of research, it was planned to design and test hypotheses about the support to the statistical system, the contribution of National Strategies for the Development of Statistics and Paris Declaration commitments to the development of capacity, while at the same time considering organisational competence, and the appropriateness of difference sorts of support given this. It was anticipated that the broader set of states provided by this limited set (broader than the relatively stable Zambia, Niger, and Cambodia) may indicate different factors that are important to the effectiveness of SCB support.

11.   The methodology for these limited case studies reflects this limited purpose and scope. The time allocated for each study was three days of desk research, which included reviews of available documentation and semi-structured phone interviews and email exchanges where stakeholders were available, usually with up to only two

or three informants.   Given the short time available for these studies, and the difficulty of contacting busy members of government institutions and donor agencies by phone and email, it was not always possible to secure interviews with all key personnel.   In some cases, such as Rwanda, no contacts responded to email questions.

12.   Support to SCB over the last 15 years was considered, subject to data availability, a time period which was designed to allow some sustainability lessons to be learned.   Documents reviewed included: SCB support project documents from selected donors; national statistical plans; secondary evaluation studies; project monitoring documents and completion reports; PRSPs; the surveys monitoring the Paris Declaration; and internal country documents. Given the time constraints, it was not possible to go much beyond this or to enter into high levels of detail in the analysis.   Moreover, it was particularly difficult to gather information on the Paris Declaration, partly due to the short timeframe available (since 2005) and partly because this is typically a rather subjective and difficult judgement.   More detailed analysis might be attempted in Phase 2 of the study.

13.   Five countries were selected for further study, out of a list of 10 countries proposed to the Board on the (purposive) basis of knowledge and previous experience of the team members, who have worked in those countries; and partly on the basis of an analysis of World Bank indicators and the PRESS data (acknowledging the limitations of these data and supplementing it with information from PARIS21) to ensure that we had a wider mix of contexts. The countries were selected to give a range of types of country, stage of statistical development, presence of NSDS, locations, statistical governance contexts and relationships with donors.   In addition, it was requested that a fragile state be included, in order to assess SCB developments in a state of a very different type to the norm – but a type which is an important priority for many donors.

14.   The following five countries were eventually selected by the Management Board:

- Burkina Faso

- Bangladesh

- Liberia

- Rwanda

- Tanzania

15.   It should be very clear, therefore, that these limited studies by no means constitute evaluations of support to statistics in these five countries, nor even complete descriptions of statistical systems in these countries. They were not written for individual publication, and cannot be compared to the more detailed case studies presented in the Evidence Report Part I.   Rather, they represent summaries of support in these countries, and initial attempts to test, broaden, and develop hypotheses about support to statistical capacity building globally. Nonetheless, it is hoped that their presentation here is useful for comparative and overview purposes, and to enable to reader of the synthesis report to refer to concrete evidence.

2 Summary tables for 8 Countries

1. This summary section provides tables comparing indicators for the different countries studied, both in this report and in the three more detailed country case studies presented in Evidence Report Part I. First, information from the World Bank Indicators of Statistical Capacity is presented both as tables and graphs (in Table 2.1, Table 2.2, Table 2.3,Table 2.4 and Figure 2.1), to assist the reader. Elsewhere in the study (see in particularly the Synthesis Report), the quality of these indicators is assessed. It is suggested that they focus more on output than on capacity *per se*, but nevertheless, they are a useful overall guide. Next, Table 2.5 presents basic comparative information about the number of donors, aid, 'regulatory quality' (a governance indicator), GDP, etc.

2. The indicators for the 3 country case studies and the 5 limited studies show a fairly static picture over the four-year period from 2004 to 2007. Overall all the African countries show a slight decline, with the exception of Rwanda which shows a 30% improvement. The two Asian countries show a relatively small increase, in the same magnitude as for the South Asia as a whole. Africa overall shows a 4% increase.

3. One of the unsolved questions is why the capacity score in Asia is generally higher than that of Africa. The scores show that statistical practice has improved more in Asia than Africa, while the availability of indicators and data collection remains rather similar in both continents. This raises further questions about how far support to capacity building has focussed on, or been able to achieve, real sustainable improvements in technical practices in Africa.

2.1 World Bank Indicators of Statistical Capacity

Table 2.1   Comparative scores for overall capacity

Country	Overall				
	2004	**2005**	**2006**	**2007**	**Change**
Bangladesh	73	77	82	80	1.10
Cambodia	66	69	69	73	1.11
Rwanda	54	58	58	71	1.31
Tanzania	63	62	64	63	1.00
Burkina Faso	64	65	62	63	0.98
Zambia	67	64	58	61	0.91
Niger	59	58	62	58	0.98
Liberia	18	18	18	17	0.94
South Asia	66	68	70	73	1.11
Sub Saharan Africa	53	54	55	55	1.04

Table 2.2   Comparative scores for statistical practice

Country	Statistical Practice				
	2004	2005	2006	2007	Change
Bangladesh	50	60	70	70	1.40
Cambodia	50	60	70	70	1.40
Rwanda	40	40	50	70	1.75
Tanzania	50	50	50	50	1.00
Burkina Faso	40	50	50	40	1.00
Zambia	50	40	20	30	0.60
Niger	40	40	50	50	1.25
Liberia	10	10	10	10	1.00
South Asia	50	57	63	68	1.36
Sub Saharan Africa	40	40	43	45	1.13

Table 2.3   Comparative scores for data collection

Country	Data Collection				
	2004	2005	2006	2007	Change
Bangladesh	80	80	80	80	1.00
Cambodia	60	60	50	60	1.00
Rwanda	50	60	50	60	1.20
Tanzania	60	60	70	60	1.00
Burkina Faso	80	60	50	60	0.75
Zambia	60	60	60	60	1.00
Niger	50	40	50	40	0.80
Liberia	0	0	0	0	*
South Asia	72	73	68	72	1.00
Sub Saharan Africa	48	46	47	46	0.96

Table 2.4   Comparative scores for indicators availability

Indicators	Indicator Availability				
	2004	2005	2006	2007	Change
Bangladesh	90	90	97	90	1.00
Cambodia	87	87	87	90	1.03
Rwanda	72	75	75	82	1.14
Tanzania	80	77	73	80	1.00
Burkina Faso	73	85	85	88	1.21
Zambia	92	93	93	93	1.01
Niger	87	93	85	85	0.98
Liberia	45	45	45	42	0.93
South Asia	76	74	79	79	1.04
Sub Saharan Africa	72	76	76	75	1.04

Figure 2.1   Graphs of statistical indicators for the countries

Statistical Practice

Legend:
- 2007
- 2006
- 2005
- 2004

Categories (top to bottom): S S Africa, South Asia, Liberia, Niger, Zambia, Burkina Faso, Tanzania, Rwanda, Cambodia, Bangladesh

Data Collection

Indicator Availability
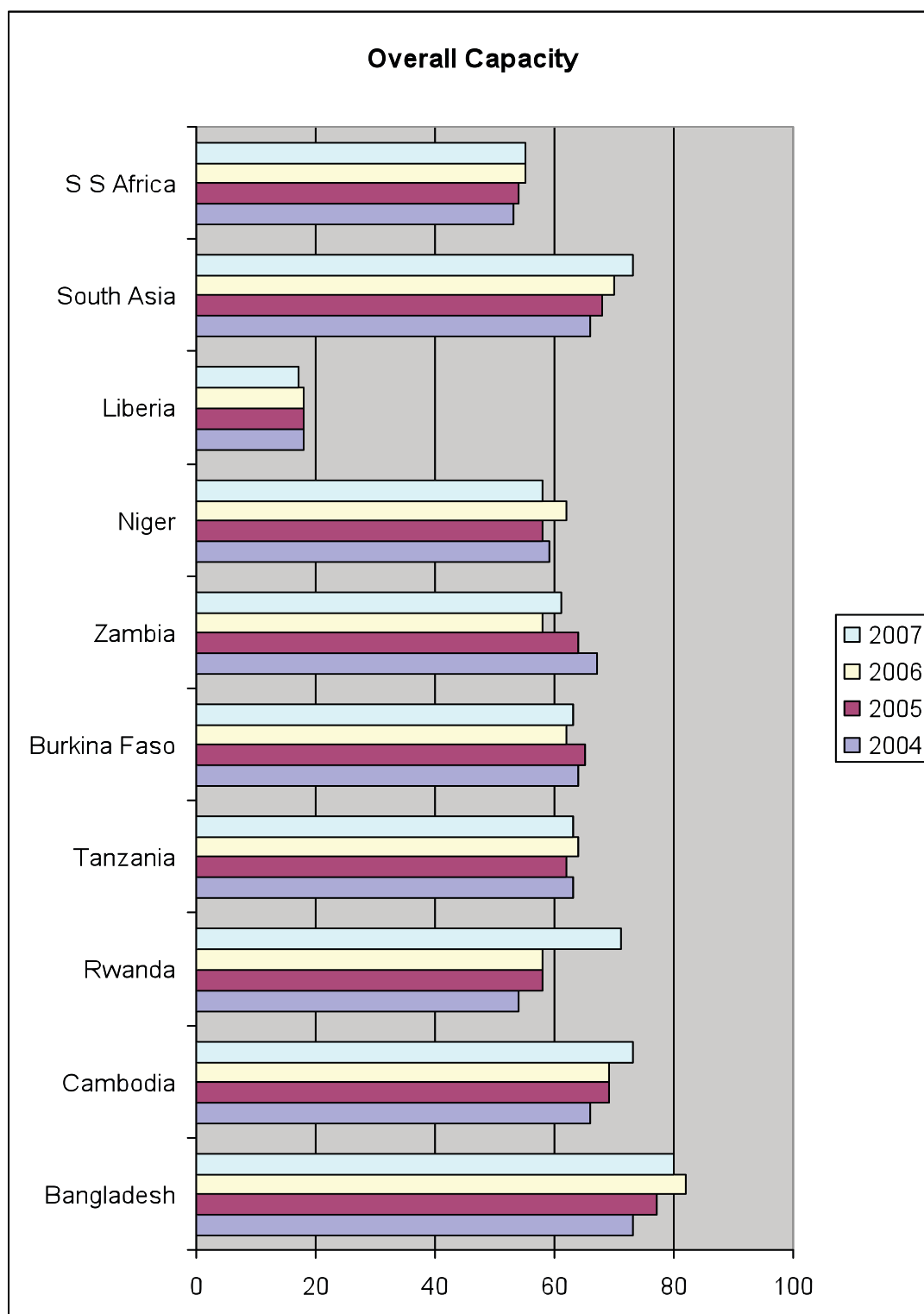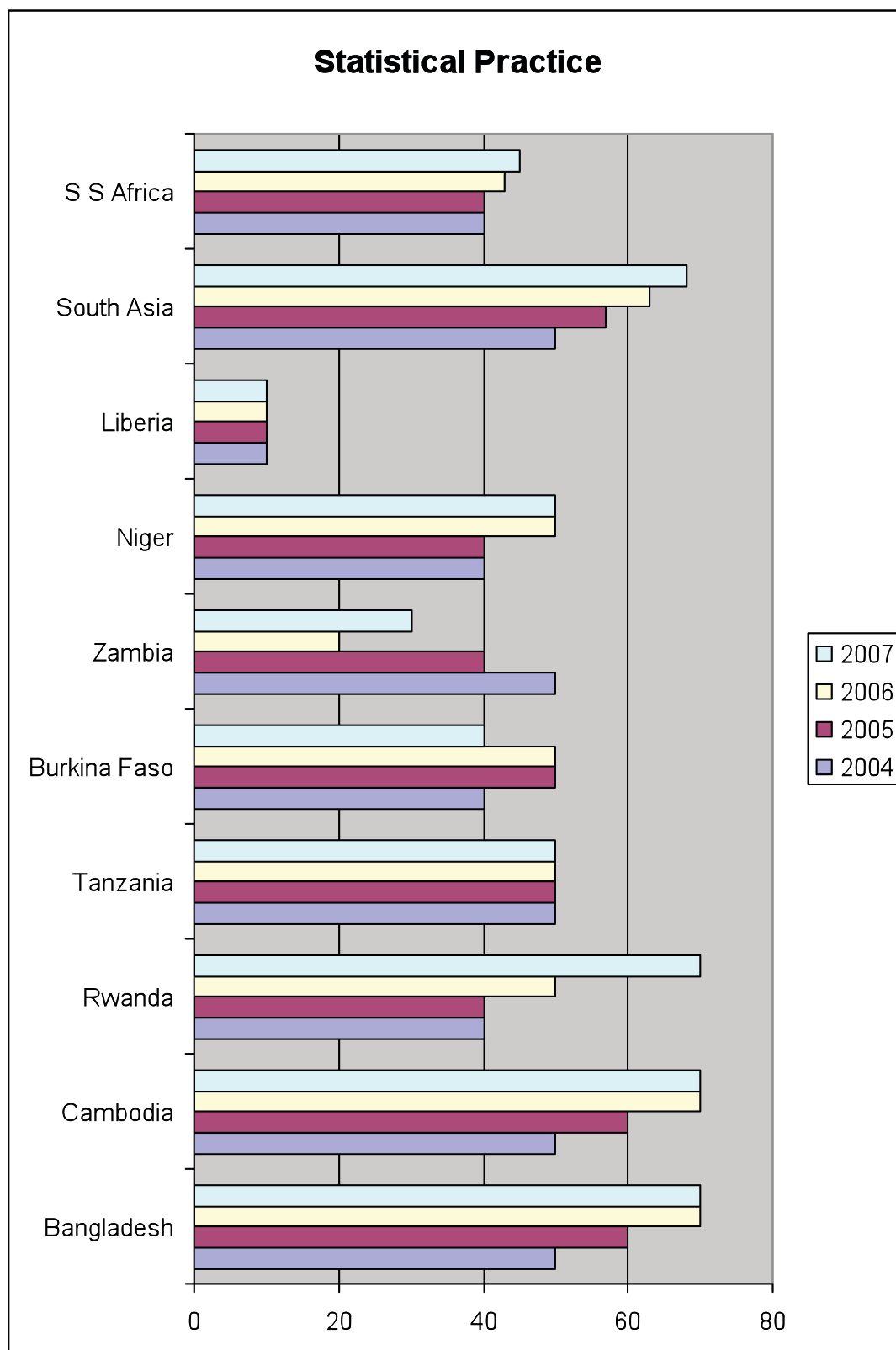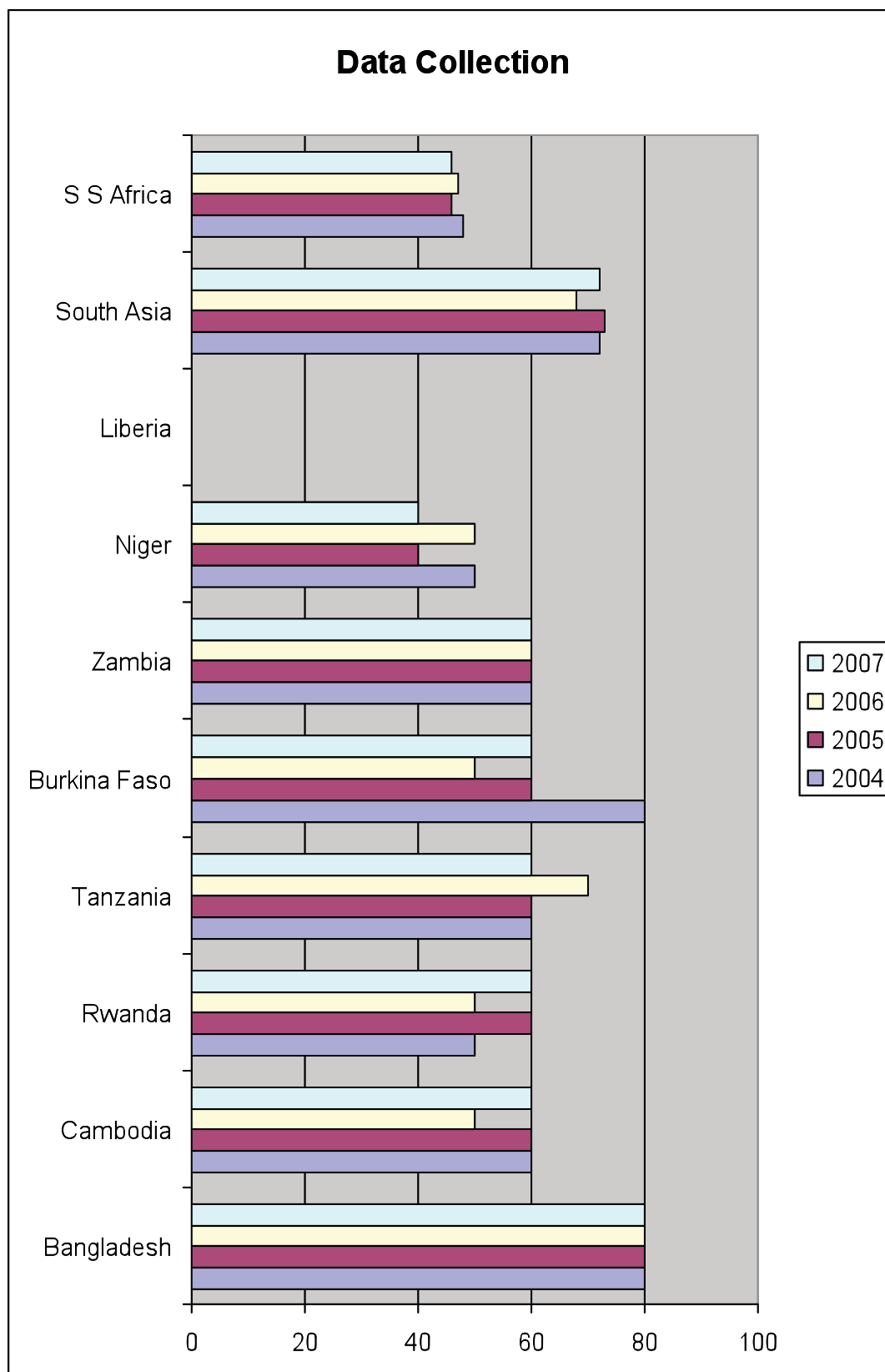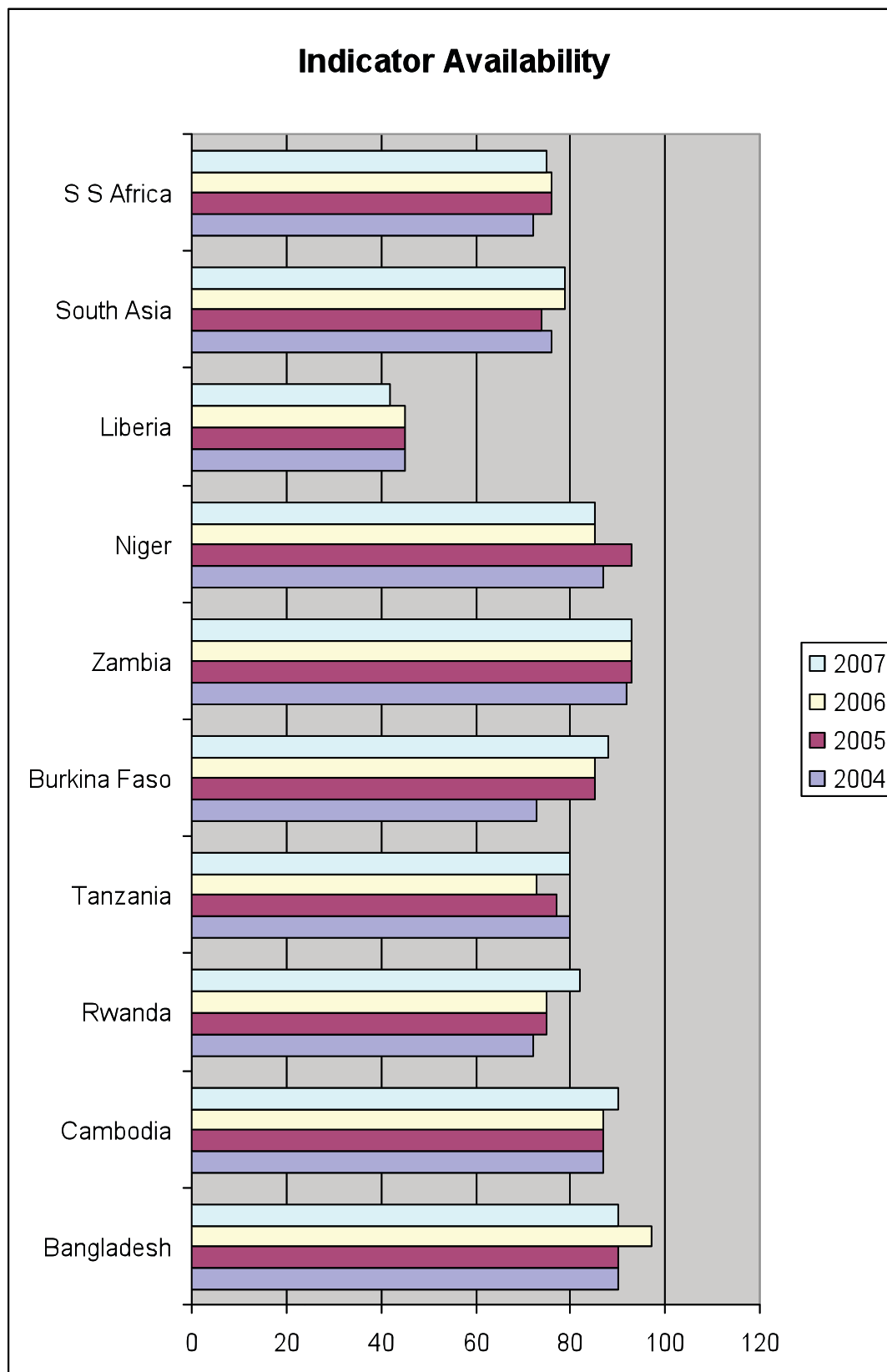
Table 2.5   Comparative statistics for the 8 countries (donors, ODA, GDP etc.)

	Number of donors	Statistics ODA $ millions	Overall Indicator Score	2006 Regulatory Quality	GDP $ millions 2006	2006 Annual growth %	GNI per capita
Bangladesh	3	8.3	80	-0.872	61,897	6.6	450
Cambodia	12	8.2	73	-0.625	7,258	10.8	490
Rwanda	11	11.6	71	-0.639	2,494	5.3	250
Tanzania	14	*	63	-0.397	12,784	5.9	350
Burkina Faso	12	13.6	63	-0.403	6,173	6.4	440
Zambia	10	5.5	61	-0.562	10,734	6.2	630
Niger	11	22.0	58	-0.563	3,663	4.8	270
Liberia	7	14.4	17	-1.636	631	7.8	130

Source: 2006 WDI

* too much missing data

3   Rwanda

3.1   Rwanda: Statistical performance of Rwanda NSS

4.   According to the World Bank Statistical Capacity Building Indicators (SCBI), the global statistical performance of Rwanda largely improved in the 2004–2007 period, particularly in 2007. All indicators are now equal or above the International Development Association (IDA) countries average.

5.   According to the National Institute of Statistics of Rwanda (NISR) website, the results of 11 surveys (General Census, EICV survey, Demographic and Health Survey, CWIQ survey) carried out between 1997 and 2007 (by the Office of the Census and the former Department of Statistics) are available. The NISR regularly produces and publishes a monthly Consumer Price Index and an Industrial Production Index on a quarterly basis. Regular publications include a quarterly bulletin on external trade. There is a website, but many of the links are broken and during the study several publications were not accessible. The last Living Conditions Survey was archived with support from the International Household Survey Network, and data can be accessed and downloaded from the site. There has not been an IMF Data Quality Assessment up to now.

Table 3.1   World Bank Statistical Capacity Building Indicators

	2004	2005	2006	2007	2007 all IDA countries	Change 2007/ 2004
Overall	54	58	58	71	66	1.31
Statistical Practice	40	40	50	70	59	1.75
Data Collection	50	60	50	60	60	1.20
Indicator Availability	72	75	75	82	79	1.14

6.   The latest National Statistical Development Strategy (NSDS) (Strategic Plan 2007–2011) lists the following NISR strengths:

*   The Statistics Act provides a strong legal foundation for our work;
*   Technical skills in different areas of statistics especially in the use of computer tools;
*   Capacity to mobilize resources from external partners;
*   Extensive field infrastructure—including a network of 30 district statistical officers to be established in upcoming months;
*   Existing sources of information and range of statistical data;
*   Strong household survey capability;

and weaknesses:

*   'Low profile—the importance of statistics is still not yet appreciated in Rwanda;
*   Limited statistical advocacy;
*   Weak coordination, collaboration and networking for the National Statistical System;
*   Lack of IT strategy and inadequate use of ICT;

- Insufficient human resources and lack of professional statisticians within the central and local administrations;
- Lack of analytical capabilities;
- Lack of a dissemination policy;
- Data is not timely;
- Statistical bases out of date;
- Poor quality of some sector based data.

These weaknesses represent the Institute's own assessment, and it is worth having some additional brief comment from the evaluators here. Rwanda, having emerged from conflict in the last 15 years, is still suffering from statistical weaknesses common both to fragile states and to many statistical agencies in least developed countries. It has a shortage of skilled staff, in terms of both statisticians and Information and Communication Technology (ICT) professionals, and those it has are much in demand from other agencies, both inside and outside government. The modernisation of economic series is not a quick and simple process. The national accounts modernisation has taken some years to achieve, and it has also taken several years to institutionalise the new collection processes. The updating of series have been adversely impacted by constant changes in staff, partly as the result of reform process, but also due to shortages of personnel and the low salaries paid. Changes in salary scales, despite being proposed over 5 years ago, have occurred very slowly. Rwanda has a good series of surveys, many of which were processed in a timely fashion. However, updating regular series on macro-economic issues has taken longer to achieve, and updating routine sectoral data sources has been historically lower on reform priorities.

3.2 Evaluation criteria

3.2.1 Financial resources

3.2.1.1 National budget allocated to statistics

7. According to NISR statutes, the resources should come from:

- the endowment provided for in the national budget;
- cash from the activities the institute performs;
- loans;
- funds from donors;
- donations, legacies and aid that may be given to the Institute.

In 2002, the national budget allocated to NISR was RWF 90 million, in 2003 RWF 600 million and in 2007 RWF 506 million. This shows a significant increase in resources flowing to statistics from the Government.

3.2.1.2 Donor financial support to Rwanda NSS

8. According to the OECD Creditor Reporting System, the UK DFID has provided nearly USD 8 million to the Rwanda statistical system since 2001. It is by far the largest donor in this area. The second major donor was the European Community (USD 2.3 million from 2001 to 2005). Then comes the Netherlands with USD 1.2 million from 2002 to 2004. Prior to the recently agreed joint donor funds the NISR received separate project support from donors for technical assistance, salary top-ups, equipment and survey running costs.

9. Surveys (especially Core Welfare Indicators Questionnaire - CWIQ) have been criticised by users as 'gap fillers' in the absence of other (routine) information. There is a strong demand in Rwanda for district level information to support planning, resource allocation and to monitor the district performance contracts that are now in place.

10. A new basket fund of USD 14 million for three years has been funded by DFID, UNDP and the European Community for the realisation of the 2007 Action Plan and the 2007–2011 NISR Strategic Plan. It is managed by UNDP. Evidence from DFID staff suggests that the funds will be overspent, due to the need to run large baseline district surveys. This level of expenditure was not fully anticipated when the Strategic Plan was developed, but the surveys are a Government priority and are treated as such by the NISR. Other activities proposed in the plan, including a large sample size agricultural survey, have not been postponed in order to undertake the district surveys. The fund is likely to be supplemented to cope with these two major survey activities. The baseline surveys and agricultural surveys were a high government priority, and if the Government provides additional resources it is likely that donors will provide more.

11. Given the small size of the NISR staff, and the impact of very recent reforms to the staffing component, there is some concern that the NISR will be overstretched in undertaking the work programme of two very major surveys – agricultural and baseline district surveys.

Table 3.2   Donor support to Statistics development, Rwanda (in 000 USD)

Donor	Project title	Year	Amount	Source
United Kingdom	Development central statistics	2003–2006	2,459	CRS
United Kingdom	Development of national statistical institute for Rwanda	2005–2006	3,117	CRS
United Kingdom	Development central statistics	2006	828	CRS
United Kingdom	Household survey	2002	255	CRS
United Kingdom	Development of capacity building programme for economic and financial management	2001	8	CRS
United Kingdom	Rwanda—support to the department of statistics	2001–2005	310	CRS
United Kingdom	Rwanda—support to the department of statistics	2001	115	CRS
Netherlands	Kig-Minagristatistique	2004–2006	1,225	CRS
Japan	Statistical capacity building	2006	161	CRS
Japan	Promoting of Participation of Japanese Citizen in Statistics	2005	45	CRS
UNICEF	DevInfo	2004–05	16	LRE
FAO	Support to Agricultural Statistics	??-Aug 04		LRE
FAO	Strengthening Agricultural Statistics for Poverty Reduction and Food Security in Rural Africa	Jan 2004–Jun 2005	?	LRE
UNFPA	Socio-Cultural Survey	2002	75	CRS
EC	Institutional Support for Economic Management	Jan 2002–Dec 2007	2,341	LRE
IMF	Multisector Statistics	Jun 2003–Feb 2004	102	LRE
IMF	Technical Assistance for BOP	Jul 2005	28	LRE
World Bank	Strengthening Agricultural Statistics for Poverty Reduction and Food Security	May 2003–Dec 2005	200	LRE
AfDB	SCB under International Comparison Program	Dec 2004–Dec 2007	348	LRE

Source: PARIS21, NSDS Country Sheets

12. Support to NISR since 2001 has totalled $11.6 million according to the PARIS21 reporting sheets. This excludes the recent contribution of $12.8 million from several donors, including DFID, the EC, UNDP and the World Bank to the statistics fund. Eleven donors have been involved including the new fund coordinator UNDP. The NISR participates in the ICP, and thus receives funds from the AfDB.

13. The estimated budget for the Strategic Plan 2007–2011 amounts to RWF 20 billion (approximately USD 36.3 million) over the five-year period. Of the total budget, about USD 25 million are expected to be provided by development partners. The 2007 contribution of development partners has been estimated at USD 4.7 million.

3.3   Human resources

3.3.1   Staffing situation

14. On 1st January 2003, the former Department of Statistics was staffed by 38 persons, of which 12 were executives. According to the 2007–2011 Strategic Plan, in order to effectively fulfil its mission, the NISR will require 60 appropriately qualified staff. However, the organic framework proposed by the Ministry of Public Service and Labour provides for only 41 staff. The new Institute went through a full recruitment process in establishing itself as a semi-autonomous agency and not all the positions have been filled, partly due to the availability of suitably qualified statisticians in Rwanda and partly due to constraints imposed by the Public Service Commission. The higher salaries anticipated in the Plan were very late to be realised but have recently been approved. The delays in raising salaries have lead to some recruitment and possibly retention problems. Recently some additional staff have been recruited to 4 line ministries and to all districts.

15. Due to Rwanda's decentralisation reform, the NISR now has 30 local statisticians at district level. The NISR director general declared that the objective is to have statisticians at sector level (there are 416 sectors in the country). This illustrates some of the additional capacity demands that are being demanded by local data needs and greater empowerment of district authorities.

16. As admitted in the new Strategic Plan, 'retention of qualified staff will be a key challenge for the Institute since the salaries available to staff are uncompetitive.'

17. The completion report made for the 1999 to 2003 DFID support also revealed that: 'The high turnover of staff within the Dept of Statistics and problems recruiting and retaining replacements has limited the opportunities for capacity building, particularly for data processing.'

3.3.2   Training and technical assistance

18. In 2005, a Department of Applied Statistics was created in the National University of Rwanda with the support of the Netherlands and the ACBF (African Capacity Building Foundation). This is more than 10 years after the genocide, and should now help to supply trained statisticians to meet the demands of Government. The Kigali School of Finance and Banking also offers postgraduate professional courses which include some statistics, with, again, support of the ACBF. There is also a private university at Ruhengeri which has had a Department of Statistics and Applied Economics since 2005.

19. The DFID project completion report (1999–2003) stated that: 'The development of report writing and policy analysis skills of users (both inside and outside of Government) needs to be considered hand in hand with the improvement of statistics.' The DFID project of 1999 notes that for the first time building institutional capacity was an objective.

> 'DFID and other donors have been providing support to statistical institutions in the form of funding surveys…this project was an innovative project where DFID invested its resources in building institutional capacities, systems and procedures. Though there have been delays in the project but the investments are now starting to show long term gains. The data produced by the institute is

that of high quality and the institute is building its reputation within the region for providing reliable data.'

20. Referring to the same project, the NISR reported that 'in order to produce results the consultants had sometimes taken on the work themselves substituting capacities rather than building them. Though the outputs produced were that of high quality, it led to lack of ownership, involvement and understanding of issues within NISR.' The rather dramatic reforms which were undertaken in 2006 and 2007 in the staffing component of the Institute also limited the absorptive capacity of the Institute. Many of the staff of the Institute were newly appointed, and many of the former staff left the Institute. This had an effect on sustainability and the transfer of skills from consultants to staff, and from the old staff to the new.

3.4 Statistical governance

3.4.1 Legal and organisational framework

21. The Organic Law on the organisation of statistical activities in Rwanda stipulates that the NSS is made up of five components:

- The National Institute of Statistics of Rwanda;
- Various state institutions that provide statistical data. The statistical data constitutes the official statistics;
- Institutions which use statistical data;
- Organs that provide statistical data, including public and private institutions, non-governmental organisations, households and the population;
- Institutions of research and training including higher institutes of learning.

22. The NISR was created by another 2005 law. It replaces the former Department of Statistics. The new Institute is financially and administratively independent. It is governed by a board of seven directors, specialists in statistics, ICT, economics or other related fields who are appointed by the Prime Minister. The NISR operates on the basis of a performance contract with the Ministry of Finance and Economic Planning.

23. By law, the NISR is in charge of the general coordination of the NSS. It is also 'the only institution entrusted to provide official statistics to the Government, business community and the public at large. However, the NISR can allow other competent organs to provide official statistics once the methods, quality and standards have been established and guaranteed.' Other State institutions (essentially Ministries of Education, Health and Agriculture) have few statisticians and few means, but 4 new statisticians have been appointed recently. The National Bank of Rwanda builds monetary and balance of payments statistics. The Budget Department of the Ministry of Finance builds public finance statistics.

24. While the NISR has a Board, its Statistics Fund is managed by a parallel structure comprising DFID, UNDP, the European Commission, NISR and MINECOFIN (Ministry of Economic Planning and Finance) and Permanent Secretaries of line ministries, although these are reported to attend rarely. It is reported that MINECOFIN has also rarely attended the meetings, but are represented by NISR. The reporting includes the indicators used in the performance contract with MINECOFIN but uses others too. The meeting are held quarterly and probably more frequently than the Board.

The NISR therefore reports in three directions:

- MINECOFIN, in terms of its performance contract;
- the board, in terms of management policy and work programmes;
- the fund committee—comprising donors, the NISR and MINECOFIN.

25. This three-way accountability may be problematic in terms of agreeing a resourced work programme and responding fully to the needs of its stakeholders. More research among country stakeholders might provide clearer answers, but the lack of clarity about the work programme, the concerns over its ambitiousness and the overspending of the fund are indicators of potential governance problems. Recently it is understood that the AfDB is to support a new NSDS this year – this will presumably change the priorities expressed in the current plan 2007-11.

3.4.2 National strategy for the development of statistics

26. In support of the first PRSP, a first Strategic Plan for the Development of the NSS (PSDSN) covered the 2002–2007 period. The consultation and coordination process was financed by the United Nations Economic Commission for Africa (UNECA) and DFID. The plan was built along five strategic axes:

- Reinforce the institutional framework;
- Increase the quantity of statistical products and enhance their quality;
- Use ICT as a lever for statistical information treatment, archiving and accessibility and for good communication;
- Build a critical body of professional statisticians for a sustainable development of the NSS;
- Endow central NISR with the equipment and finance needed for operational work.

27. The most important result of this first National Strategy for the Development of Statistics (NSDS) was the adoption of the Organic Law on the organisation of statistical activities in Rwanda and of the law establishing the National Institute of Statistics of Rwanda.

28. A new Strategic Plan was adopted in 2007. It covers the five-year 2007–2011 period and is developed along three strategic themes:

- Providing relevant, high quality statistical information to meet user needs;
- Developing and promoting statistical advocacy and partnerships;
- Building and retaining human capacity throughout the NSS.

However a further NSDS is currently being planned and work will start later in 2008, funded by AfDB and involving international and local consultants. As the existing plan is only 1 year into its operation period this may on first sight appear to be duplication, however not enough is known by the evaluators about the reasons for the revision.

3.5   Country governance

3.5.1   Rwanda Governance Indicators

29. This section summarises subjective governance indicators from different institutions: Freedom House, Transparency International, Polity IV, and the World Bank. Rwanda's governance indicators have improved since 1996, when the effects of genocide were still recent. Currently, corruption is relatively tightly controlled, but so are the media and the voices and rights of citizens. The Government is increasingly effective, although Rwanda remains in the lower two-fifths of all countries on most indicators of governance.

30. Freedom House scores nations on political rights (reflecting free and fair elections, freedom of political organisation, significant opposition, freedom from domination by powerful groups, and autonomy or political inclusion of minority groups); civil liberties (reflecting freedom of expression or belief, freedom of association and organisational rights, rule of law and human rights, and personal autonomy and economic rights); and press freedom (which reflects media objectivity and freedom of expression). Ratings are determined by in-house expert opinion. The Freedom House 2008 survey of world freedom scores Rwanda 6 out of 7 on political rights and 5 out of 7 on civil liberties (with 1 most free and 7 least free), denoting Rwanda as 'Not Free'[3]. These scores have improved slightly from the 1990s and early 2000s, when scores of 7 and 6 respectively were the norm. Since 1992, Rwanda's press has been scored 'Not Free' by Freedom House. The 2007 report noted 'persistent government censorship' despite laws purporting to guarantee press freedom[4].

31. Transparency International, a non-governmental organisation (NGO), has commissioned a Corruption Perceptions Index that reflects perceptions of corruption by business people and country analysts, scoring countries 0–10 (highly corrupt to highly clean). Rwanda ranks 111 out of 179 countries, scoring 2.8 in 2007[5].

32. The University of Maryland's Polity IV dataset scores countries on democracy, autocracy, and polity. Democracy represents the general openness of political institutions, where 0 is low and 10 is high. Autocracy is the general 'closedness' of political institutions, where 0 is low and 10 is high. Polity is constructed by subtracting the autocracy score from the democracy. Rwanda in 2006 (the last year for which data are available) scored -3 for polity, 0 for democracy, and 3 for autocracy.[6] These indicators have not changed since 2005.

33. The World Bank Governance Indicators, which aggregate several indicators to produce scores on different elements of governance, suggest that Rwanda's governance environment is in the bottom half of countries but has improved steadily since 1996. The indicators rank countries on six indicators between 1996 and 2006: i) voice and accountability; ii) political stability and lack of violence/terrorism; iii)

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[3] Downloaded from http://www.freedomhouse.org/template.cfm?page=395, April 2008.

[4] http://www.freedomhouse.org/template.cfm?page=251&country=7215&year=2007, accessed May 2008.

[5] http://www.transparency.org/policy_research/surveys_indices/cpi/2007, accessed April 2008.

[6] Available at http://www.systemicpeace.org/polity/polity06.htm#asia, accessed April 2008.

government effectiveness; iv) regulatory quality; v) rule of law; and vi) control of corruption. [7]

34. Rwanda's governance indicators are largely improving, but are at very different levels relative to other countries. Voice and accountability has been largely static in the bottom 15% of countries since 1996. Political stability and regulatory quality have improved from the bottom 5% to around 30%, reflecting the receding effects of genocide. Government effectiveness and the rule of law have improved even more sharply, from around 5% to 40% as the current administration has established itself. Control of corruption has improved most significantly, from 20% in 1998 when first collected to around 55% in 2006.

35. Rwanda is a member of the COMESA (Common Market of Eastern and Southern Africa), East African Community (EAC) and of the Economic Community of the Great Lakes (CEPGL).

3.5.2 Poverty reduction strategy

36. A second generation PRSP (Economic Development and Poverty Reduction Strategy—EDPRS) was adopted in September 2007 for the 2008–2012 period.

37. The EDPRS monitoring system retains 18 strategic outcome indicators and 26 intermediate indicators (already available), and ten second generation indicators (to be built). Implications for the statistical system are briefly commented on in the EDPRS. As it is quite rare, it should be mentioned that the data sources cited include, not only surveys, but also routine data systems of line ministries. Focus is also put on the NISR coordination task: *'Ideally, the NISR's mandate should extend beyond surveys and censuses to include the exercise of quality control over information collected by line ministries, which are often the weakest link in the data chain.'*

38. The Rwanda poverty survey (EICV) was produced in time to inform the development of the EDPRS and the responsible body - MINECOFIN - commissioned a special analysis of the results of two comparable surveys conducted at the start and the end of the first PRSP. This analysis of poverty trends, service delivery, agricultural transformation and employment patterns informed the drafting of the EDPRS and was funded by UNDP.

39. The accessibility aspect is also tackled with reference to the development of Rwanda Devinfo, which 'will facilitate the sharing of information between government institutions and users, as well as with development partners and other institutions of research.'

3.6 Application of Paris Declaration principles in the statistics area

40. Rwanda is a signatory of the Paris Declaration on Aid Effectiveness. Twelve working groups have been defined with a Lead Government Institution (chair) and a Lead Donor (co-chair). Statistics are not covered by these groups.

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[7] Downloaded from http://info.worldbank.org/governance/wgi2007/sc_chart.asp#, April 2008.

41. The new common project involving UNDP, DFID, the European Commission and the World Bank is clear about the need to apply Paris Declaration principles in the statistics area:

The project document points out that lessons learned from previous donor support have shown;

- 'that systematic evaluation of training and technical assistance inputs should be undertaken to ensure maximum value in building capacity in the institution, and allow early action to ensure capacity substitution is not occurring;
- a more formal relationship with both users and producers of data would enhance the value of the data produced and its use. This includes more formal relationships with donors and donor co-ordination;
- dissemination is an essential part of the process that requires more attention to ensure that users can easily access available data;
- creating a long term survey programme that addresses the monitoring needs of government programmes and international monitoring requirements (MDGs) would help NISR in rebuffing donor demands for *ad hoc* surveys that distort the planned work and outputs. Donors should not demand additional surveys that are not included in the long term survey programme and subsequent annual work plans;
- donors should not top up government salaries or benefits to distort the institutional set up and priorities. Salary levels and benefits should be set by the Government of Rwanda/NISR and be consistent throughout the institution.'

3.6.1 Ownership

42. According to the strategy, the 2002–2007 PSDSN was elaborated using a participatory approach, gathering all producers (not only the central National Statistical Institute) and national and international users of statistics. International experts facilitated the process.

43. The new Strategic Plan for the NISR seems to have been written by NISR staff, with a small amount of advisory support from technical experts working in the NISR at the time.

3.6.2 Alignment

44. The evidence from 2008 shows good alignment with the strategic plan. Studying the latest NISR Newsletter (May 2008) provides an impression of the current work programme and surveys in the field. This can be compared with the strategic plan's proposed actions. Surveys are generally the major problem for donor alignment. We note that the following surveys were planned for 2007/08. Three were implemented and the labour force survey was replaced by a child labour survey; The CWIQ was not done.

- √ Demographic and Health Survey (DHS) 3

- √ Service provision survey (RSPA)

- Labour force survey – replaced by child labour survey

      × CWIQ

      √ District Baseline survey

      √ Agricultural survey

45. One alignment issue of note was the applications made to the Trust Fund in around 2002/3 by the Former Director of Statistics which was declined due to possible duplication with DFID support. This was resubmitted with the amendment made, but no response was received from the Trust Fund.

3.6.3 Harmonisation

46. Harmonisation shows quite good progress over recent years in Rwanda. For the organisation of the Population Census 2002, the DFID and Netherlands funds had been channelled through the EU, according to EU procedures and rules for the procurement of goods and services.

47. However, some problems in harmonisation remain. For example, the project memorandum from the DFID 2003–2006 support to the NISR expressed that: 'DFID will be open to developing joint reviews with all donors cooperating with CSO and will work to deepen coordination with other donors in supporting CSO's monitoring arrangements', the completion report of this project noted that:

> *'Coordination with other donors has been an area where not much progress has been made. Donors demanding services of the NISR for conducting surveys and sometimes duplicating the efforts already carried out has been an issue. Heavy and sometimes unrealistic demands from the donors and government have also lead to capacity constraints both at NISR and in the field.'*

48. In terms of harmonising procedures and systems, the 2003–2006 DFID project employed an accountant to monitor the budget and local expenditures, while the Department of Statistics developed its financial management systems. This accountant was later replaced by a staff member recruited by the Director of Statistics and further progress has recently been made in the area. The new joint DFID/UNDP/European Commission project will be implemented according to NEX (National Execution) procedures. The Director General of the National Institute of Statistics of Rwanda will be the project's National Director and a national coordinator will also be appointed and will produce a quarterly progress report according to NEX guidelines. The M&E and reporting of the project will be linked to a) the Performance Management System (PMS) established in the NISR Strategic Plan and b) the NEX requirements. However, the World Bank, who is associated to this project but not in the basket fund, will use its own procedures.

49. The new project (UNDP/DFID/European Commission basket fund) tries to avoid an *ad hoc* approach after assessing that: *'Due to the donor driven and individual nature of previous support in statistics there has been some overlap and duplication of work'*.

50. The major harmonisation problem appears to be the lack of harmonised reporting, undermining the reporting procedures to MINECOFIN and to the Board (see para 24).

3.6.4 Managing for results

51. According to the Strategic Plan 2007, the NISR has introduced a Performance Management System (PMS) to provide a basis for measuring and managing its performance, in particular against the goals and performance targets agreed in the performance contract with MINECOFIN. The PMS includes the production of:

    a) a Quarterly Progress Report which will cover all the activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarters,

    and

    b) an Annual Performance Report which will summarize performance in all areas and provide the basis for reporting to MINECOFIN.

52. The NISR also intend to introduce the idea of internal and international benchmarking in specific areas. This system could clearly be adapted to suit the reporting needs of the external development partners.

3.6.5 Mutual accountability

53. Information on mutual accountability was scarce, and more research would be required here. The completion report made for the 1999–2003 DFID support makes two points of relevance:

    'The flexibility of DFID support has been highly appreciated. Problems arose initially with vehicles promised by another development partner, which delayed the start of the survey field work by 8 months and latterly with data processing support. A flexible response from DFID has helped to overcome both problems'.

    and that:

    'With hindsight the risk analysis in the original PM (Project Memorandum) underestimated the likelihood and impact of other development partners being unable or unwilling to meet their commitments, and the ability of the DS (Dept of Statistics) to coordinate inputs from different sources'.

4   Tanzania

4.1   Statistical performance of Tanzania NBS

54. According to the World Bank SCBI, the global statistical performance of Tanzania has been relatively static since 2004. Tanzania's statistical reforms took place before 2004 in the period from 1999 to 2002 and predate the indicator series.

Table 4.1   World Bank Statistical Capacity Building Indicators

	2004	2005	2006	2007	2007 all IDA countries	Change 2007/ 2004
Overall	63	62	64	63	66	1.00
Statistical Practice	50	50	50	50	59	1.00
Data Collection	60	60	70	60	60	1.00
Indicator Availability	80	77	73	80	79	1.00

55. Tanzania scores slightly higher compared with all IDA countries on indicator availability, and on capacity overall, but does rather less well on statistical practice. Data collection is at the same level as for IDA countries. What is apparent is the lack of stability in the measures on indicator availability and data collection; this may arise because Tanzania has a clearly defined cycle of surveys which does not correspond with the recommended cycle implicit in the World Bank indicators. The lack of a recently published poverty survey, and updated national accounts, impacts adversely on Tanzania's scores, and the agricultural sample census (one of the few conducted in Africa in recent years) has only recently been released. It is reported in the country that the use of data has improved since the reforms, but use of data is not reflected in the indicators.

4.2   Statistical reforms and background

56. The Tanzania National Bureau of Statistics (NBS) changed its status from a Government department to a semi-autonomous Government executive agency in 1999. It has an internal business plan for each year and compiles an annual report on its performance. The latest publicly available report is for 2003–2004 which reports *'generally, the NBS has made good progress in improving the quality of its statistical products and services as well as increasing the efficiency of its operations despite some constraints experienced'*. This was the impression confirmed by the DFID statistics adviser interviewed in this study.

57. The NBS was supported by a SIDA twinning arrangement for around 16 years up until 1999, which was the point at which the NBS was launched as an executive agency on 29 March 1999, when it was required to right-size and to streamline its operations. The NBS is now a semi-autonomous Government executive agency under the President's office.

58. The NBS uses some commissioned work to earn revenue, and this is approved by the Board and retained by the NBS. This income generation role is currently

perceived as a 'misunderstanding' of agency status, but reference to some of the SIDA evaluation documents from the late 1990s of their support to Tanzania lends some perspective. The authors of the report recommend that the future NBS should raise income by using some of its spare capacity. In the late 1990s the evaluators noted a weak demand for statistics in the country, and a more entrepreneurial role was recommended to supplement funds, and this seems to have been what was done. In retrospect the decision appears strange as, by 2008, demand for statistics exceeds the capacity of the NBS to supply them. However there has been a careful prioritisation and protection of core activities by the Board and Government, and the situation is well controlled by strong country governance of the system.

59. One of the SIDA-sponsored evaluations of the late 1990s found that the cooperation had led to 'a very considerable increase in the Bureau's formal specialist competence and that the Swedish support had dramatically enhanced the level of knowledge and skill of specialist staff'[8]. It was quite interesting to note that the evaluations which were concerned with the sustainability of the Bureau of Statistics did not anticipate the rise in Government funding, or the appearance of several other donors willing to fund immediately after the end of the SIDA support.

60. However the SIDA support seems to have equipped the Bureau with the skills required to provide a reasonable basis for autonomy and the reforms which followed.

4.3   Statistical activities

61. According to the World Bank Indicators database the following household surveys have been run since 1995:

   2007 - AIDS Indicator Survey

   2006 - DHS HIV/MCH SPA

   2004 - Demographic and Health Survey

   2004 - Kagera Health and Development Survey

   2003 - Demographic and Health Survey

   2003 - Global Youth Tobacco Survey

   2002 - Agricultural Census

   2001 - People Security Survey

   2000 - Household Budget Survey

   2000 - Integrated Labour force survey

   1999 - Demographic and Health Survey

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[8] Julie Catterson, Laes Lindahl, The Sustainability Enigma: Aid dependency and the phasing out of projects. The case of Swedish aid to Tanzania Management Perspectives International, Solna, Sweden 1999

1999 - Enterprise Labour Flexibility Surveys

1996 - Demographic and Health Survey

1995 - Agricultural Census

1995 - DHS In-Depth Study

62. Several other surveys are reported to have been undertaken according to the NBS website. These are:

- the Agriculture Sample Census 2003
- the HIV/ AIDS Indicator Survey 2003
- the Business Survey 2003
- the Local Government Reform Programme Baseline Survey 2003
- the Taxpayer Education Survey 2003

63. The NBS as an agency is enabled to undertake surveys which have been commissioned and paid for by clients. In its annual report of 2003–2004 it lists a wide range of products. Its achievements appear impressive and break its output into:

Products which were funded
- The 2002 Population and Housing Census
- The surveys required for the Poverty Monitoring Master Plan (2003 Agricultural Census, 2004 DHS)

Improvements of statistics
Commissioned work

4.4   Poverty Monitoring Master Plan

64. One of the major demands for statistics comes from the Poverty Monitoring Master Plan (MKUKUTA). Tanzania developed its Poverty Monitoring Plan in 2000 after the completion of the first PRSP. The background to the NBS is that the MKUKUTA has led the statistical developments strongly. The MKUKUTA was supported by a poverty monitoring fund, DFID and five other donors contributed to this fund in a harmonised fashion. The poverty monitoring fund and a clear monitoring master plan led to a reduction in *ad hoc* surveys. According to a DFID annual project review prior to the master plan, these *ad hoc* surveys were *'often centred around their own (donors) data needs. The MKUKUTA has enabled the Government to produce a plan for its own information needs in a coherent way'*. The fund has joint accounting and operating procedures, and the six donors can speak with a single voice at the Poverty Monitoring Steering Committee, the forum which addresses key issues around monitoring.

65. The MKUKUTA has an agreed and clearly defined year-by-year schedule of surveys which generate data for monitoring and cross-referencing, and also guides the MKUKUTA monitoring system. It covers the years of MKUKUTA, plus additional years until the next national census. It is notable that these surveys include both social and economic surveys, also that the cycle required by the Government does not accord exactly with that required to obtain a high score in the World Bank Indicators of Statistical Capacity: for example, the agricultural survey is to be run on a four-year cycle, not on a 10-year, presumably because of the importance of agriculture in Tanzania's economy. The DHS will be run on a four-year cycle rather

than a three-year cycle, necessary in order to receive a score in the Indicators methodology.

Table 3: Survey Calendar

Year	Survey	Previous Survey Years
2005	(a) Business Survey (b) Integrated Labour Force Survey (including child labour & time-use, every 5 years)	(a) 2004/05 (b) 1990/91, 2000/01
2006	(a) Distributive Trade Survey (b) Service Provision Assessment (c) Panel Survey	(b) 1994
2007	(a) Household Budget Survey (every 5 years) (b) HIV/AIDs Indicator Survey (every 3 years) (c) Industrial Census (d) Hotel and Restaurant Survey (e) Disability (pilot)[8]	(a) 1990/91, 2000/01 (b) 2004 (c) 1978-1989
2008	(a) Agricultural Survey (every 4 years) (b) Construction Survey (c) Land and Transport Survey (d) Household Income and Expenditure Survey	(a) 1993/4, 2004/05 (b) 1994
2009	(a) Demographic and Health Survey (every 4 years) (b) Business Survey (c) Mining Survey (d) Household Income and Expenditure Survey	(a) 1991/2, 1996, 1999[9] (b) 2004/05
2010	(a) Integrated Labour Force Survey (every 5 years) (b) Hotel and Restaurant Survey (c) HIV/AIDs Indicator Survey (every 3 years) (d) Household Income and Expenditure Survey	(a) 1990/91, 2000/01, 2005 (b) 2007 (c) 2004, 2007 (d) 2008, 2009
2011	(a) Household Budget Survey (every 5 years) (b) Distributive Trade Survey	(a) 1990/91, 2000/01, 2006 (b) 1994
2012	(a) Population and Housing Census (every 10 years)	1988, 2002

Source: Poverty Monitoring Master Plan

4.5   Use of results

66. The Joint Staffs Report of 2006 comments on the functioning of the monitoring system, and is concerned by the lack of a current HBS, the schedule for which has now been revised to provide more regular results:

> *'Tanzania has a relatively well functioning Poverty Monitoring System (PMS). Under the first PRS I, the PMS produced two analytical Poverty and Human Development Reports (a third was released in February this year), organized the publicly accessible Policy Poverty Week, updated PRS indicators and produced APRs. The PMS is under revision and will be tailored to MKUKUTA needs. One of the objectives is to integrate MKUKUTA monitoring closer with existing monitoring, planning and budgeting processes.*

Problems with routine data are well known and discussed in the MKUKUTA document. Less well known are limitations of the existing household survey program. MKUKUTA's poverty and growth diagnosis was hindered by the absence of a recent Household Budget Survey (the last was carried out in 2000/1). Without a new HBS it remains hard to assess whether poverty in rural areas has declined or to improve the reliability of GDP estimates. The staffs therefore support proposals for higher frequency data collection such as an annual cycle of household budget/income and expenditure surveys. The staffs also support greater attention to program evaluation which would allow assessing progress in service delivery and assessing the impact and distributional consequences of programs like TASAF, fertilizer subsidies, the Secondary Education Development Program, the Rural Water Program and major infrastructural investments.

67. This appears to be addressed in more recent documents which suggest a move to more regular surveys. The system appears to be relatively responsive to needs and criticisms compared other case study countries. Often demands from key partners such as the World Bank or IMF go on unresolved for many years, as was seen in the Zambia calls for reform of economic statistics.

68. It appears that both the supply and use of statistics have been considered in support to capacity in Tanzania. According to an internal DFID note recommending further support to statistics in Tanzania (2004), an increased demand for and use of statistics in Tanzania had been noted.

The PMS has led to an increase in the quantity of policy-relevant research. Much of the analysis in MKUKUTA is based on this. And progress reports for the first PRS have drawn heavily on PMS outputs. The increase in the quantity, quality and availability of this information has led to increased public debate around poverty issues through events such as the annual Poverty Policy Week, the review of the PRS and the release of the Poverty and Human Development Reports…We have witnessed increasing appetite particularly in CSOs but also in the media and across broader society for information which tells the development story of Tanzania.

69. And in another report:

During the last year, survey results have started to show that the increased financial inputs are feeding through into real progress in development outcomes. Another area of good progress is in the outputs of the research and analysis working group. Many of these fed into the analysis of MKUKUTA.

4.6   Financial resources

70. DFID's support to the Poverty Monitoring System (PMS) is through a pooled fund with five other development partners. The Government of Tanzania also contributes finance to the PMS from its budget. Together this funding has led directly to the increase in the amount of poverty monitoring data and analysis. No information was available on government funding to NBS.

4.6.1 Reported support to statistics in Tanzania

71. Fourteen donors have been involved in support since 2001, and others are involved in supporting the Poverty Monitoring Plan. The value of the overall support is not available due to the gaps in the CRS and the omission of the Poverty Monitoring Plan Support from ODA statistics.

72. The table below shows the support recorded in the PARIS21 Light Reporting Exercise. It is notable that it omits the resources provided via the Poverty Monitoring Master Plan which, in the case of DFID, reportedly amounted to more than £5 million in various phases.

Table 4.2   Donor support to Statistics development, Tanzania (in 000 USD)

Donors	Project name	Time span	Budget	Source
FAO	Support to Agricultural Statistics	2003–May 2005		LRE
UNICEF	Web Pilot, DevInfo	2004–2005	160	LRE
UNICEF	DevInfo	2004–2005	91	LRE
UNESCO-UIS	Developing National Statistical Capabilities for the Monitoring of Education for All	2003–2006		LRE
UNFPA	Population and Housing Census			
Japan	Project for Strengthening Capabilities of National Bureau of Statistics in Data Providing Service	2004–2006	610	LRE
Japan	Analysis and Interpretation of Official Statistics	2004	7	LRE
Japan	Application of Information and Communications Technology to Statistical Processes	2004	9	LRE
Sweden	Population and Housing Census, 2002	Jun 2002–Dec 2004	3,639	LRE
EC	Institutional Support to EASTC	Feb 94–??	1,029	LRE
UK	Development of Economic Statistics	Jul 2001–ongoing	913	LRE
USA	Demographic and Health Survey, 2004	Oct 2004–Aug 2005		LRE
USA	Sample Vital Registration with Verbal Autopsy Project	2004		LRE
USA	Population and Housing Census, 2002	2004–2005		LRE
USA	Preparation of Population Projections	2004–2005		LRE
IMF	Multisector Statistics	Aug 2003–Feb 2005	23	LRE
World Bank	Development of Statistical Master Plan	Jun 2005–Jul 2006	160	LRE
World Bank	Human Resources Development Pilot Project	Oct 1997–Dec 2005	627	LRE
AfDB	SCB under International Comparison Programme	Dec 2004–Dec 2007	456	LRE
ACBF	Strengthening Statistical System of Zanzibar	March 2007–September 2011	1,200	Country
EAC	Establishment of EAC Statistics, DATABASE, II	July 2005–Jul 2008	1,232	LRE

Source: PARIS21, NSDS Country Sheets

4.7   Human resources

4.7.1 Staffing situation

73. In 2004 the NBS had 131 staff. Just under half of the staff were graduates, and a further third were diploma holders in statistics and other related professions, giving the NBS a relatively small but well-qualified staff. It maintains a professional core staff, outsourcing most of its non-professional needs such as cleaning, enumeration, security, etc. Salaries for NBS staff are independent of the civil service salary structure, but are controlled by a Ministerial Advisory Board. According to the reports available on the web, salaries are regularly revised.

74. In 2003–2004 four staff attended MA courses in statistics and five undertook undergraduate courses and two took diploma courses. The East Africa Statistical Training Centre is based in Dar-es-Salaam and maintains very close links with the NBS, including Board membership.

4.8   Statistical governance

4.8.1 Legal and organisational framework

75. The Statistics Act of 2002 established a Ministerial Advisory Board whose members are appointed by the Minister responsible for statistics. The Board consists of the permanent secretary of the ministry responsible for statistics, who shall be the chairman, and not more than eight other members. The function of the Board is to give advice to the Minister on the adequacy of the Bureau's plan, performance of day-to-day functions regarding set targets and the carrying out of policy priorities on matters such as:

   • the development and maintenance of a strategic framework;
   • setting the objectives of the Bureau;
   • the setting of priorities and annual performance targets for the Bureau;
   • the acceptability of the annual reports and accounts;
   • the evaluation of the Bureau's performance; and
   • any other matter provided under any written law.

76. The Board of the NBS is reputed to meet regularly and have an 'eyes on, hands off' approach to its duties. The permanent secretary is responsible for the strategic management of the Bureau with regard to the need to uphold the Bureau's functioning as an executive agency of the Government.

77. The director general of the National Bureau of Statistics is appointed on a competitive basis by the minister upon the recommendations of the Board. The director general is the chief executive officer responsible for the day-to-day management of affairs of the Bureau including funds, property and business of the Bureau and for the administration, organisation and control of the staff. It is of note that the chairman of the Board is also the permanent secretary with responsibility for strategic management of the Board, and as such the possible parallel reporting to the Board and the permanent secretary is avoided.

78. The director general of the NBS provides an annual report to the Government and the Board on its performance. This is a requirement under the Executive Agencies Act of 1997, which states:

    (1) The Chief Executive of an Executive Agency shall, within two months after the end of each financial year, submit to the Minister and the Permanent Secretary an annual report in respect of that year containing: Estimates of income and expenditure and financial control; Accounts and audit; Annual reports and Performance Agreements

    (a)   a copy of the audited accounts of the Agency, together with the auditor's report on those accounts;

    (b)   a report on performance against key targets and any other related information;

    (c)   a report on the operations of the Agency during that financial year, and

    (d)   such other information as the Permanent Secretary may require.

    (2) The annual report referred to in sub section (1) shall also contain the Annual Performance Agreement between the Permanent Secretary and the Chief Executive.

    (3) The Minister shall cause a copy of the annual report of an Executive Agency to be laid before the National Assembly, within two months or at the next meeting of the National Assembly, after he has received the report.

79. The NBS is therefore accountable to Parliament through its annual report to the permanent secretary and minister. In the case of the NBS, and all Ministerial Advisory Boards, the chairperson of the Board is also the permanent secretary responsible. This ensures that the agency is fully accountable to both its parent ministry, the Board and Parliament.

80. However there is a parallel accountability structure. The Poverty Monitoring Working Group Steering Committee has control of the poverty monitoring funds, which provide for the bulk of the funds for major surveys and the agreed poverty monitoring statistical activities. This has resulted in a parallel reporting system which, according to its former chair, led to some possible inefficiencies as there was no incentive on the part of the NBS to make savings on their activities. He also expressed some concerns about the NBS's more entrepreneurial activities which encouraged them to earn money for the NBS, part of which is used as a staff annual incentive bonus. This may encourage the NBS to take on too much work, or work which was not strictly part of the policy needs of the NBS; however the scope of this work is limited by the Board and the performance agreement with the Government relates to the core activities of the NBS.

81. The NBS also has a client charter (2005) which sets out clearly the products that clients can expect from the NBS, their frequency and periodicity.

    The main purpose of this client service charter is to improve awareness of the availability and quality of statistical products and services offered by the NBS. It

will do so by helping our customers to understand what NBS commits itself to do, how to contact us, what and when to expect quality statistical products and services, and how to seek a remedy if our products and services are below standard.

4.8.2 National strategy for the development of statistics

82. The Tanzania Statistical Master Plan process was launched at MövenPick Royal Palm Hotel, Dar es Salaam, on 6th October 2006. A Tanzania Statistical Master Plan bulletin would be released to inform stakeholders of the progress made in the preparation of the Statistical Master Plan. On 30th June 2006, the TFSCB of the World Bank provided $0.16 million for the production of the Tanzania Statistical Master Plan for statistical development to be used as a basis for operationalising and harmonising the 10 year national plan for the statistical system. To date, the overall process of developing the plan has been launched, but the design of the TSMP is not yet complete.

83. Tanzania has not yet developed an NSDS, although it has been in the process of developing a strategic statistics plan since 2006. There is now a clear demand from the Government to improve administrative data and information from the wider national statistical system, and this has led to an NSDS being a new priority for both the Government and donors.

84. The Poverty Monitoring Master Plan and the internal work programmes of the NBS have provided the strategic tools to date. Technical working groups and the Secretariat developed medium term expenditure plans and work programmes for the next three years. These include the ongoing household survey programme, plans for research and analysis and the development of a strategy and implementation plan to strengthen the routine administrative data systems. The PMS Steering Committee has approved the plans.

85. Despite the improvements in the performance of the NBS the quality of products from sector ministries has lagged behind. The PMS working group on routine data has been largely ineffective because data has been seen as an independent issue despite the harmonisation agenda in Tanzania. Planning, budgeting and monitoring have no consistency across sectors. It is said that sector budgets do not relate to sector plans, and their indicators do not coincide with the Poverty Monitoring Plan. Led by the Government, the Ministry of Finance and Planning want to tie up budgets, strategies and performance monitoring. There is a new requirement for an annual performance report to identify indicators and report against those for all sectors. Donors are strongly supporting this move.

86. One of the drivers for better administrative data is the regional inequality noted in the census data. The World Bank and IMF joint staffs share the Government's concerns about rural-urban and inter-and intra- regional disparities in income poverty and service delivery.

> *The recently released Poverty and Human Development Report 2005 and the 2002 Population and Housing Census have highlighted the existence of even greater inequalities in poverty and service delivery at district level…. To address these inequalities the decentralization process needs to be fully supported and budget allocation formulae and staffing policies may have to be reviewed.*

> *Improvements in routine data collection are needed to track progress in addressing these inequalities[9].*

87. One point that is noted in Tanzania is that despite a lack of a strategic plan, data demand and their use and application in the policy process seems well integrated, and the system seems quite responsive to new and changed demands from users and partners.

4.9   Country governance

88. This section summarises subjective governance indicators from different institutions: Afrobarometer, Freedom House, Transparency International, Polity IV, and the World Bank. Tanzania has a reasonably good governance environment when compared to other countries in this study. This has been the case for around 15 years.

89. Afrobarometer has collected information in Tanzania since 2001[10]. Tanzanians see themselves better off than previous generations and are generally happy with economic reform. Tanzanians tend to be supportive of multiparty democracy and content with the performance of the Government. However, the most recent published results (of a survey in 2005) suggest that positive perceptions of economic conditions may be slightly declining, although Tanzanians retain some optimism about the future, which may be due to improving perceptions of government policy performance. Nonetheless, there is a stronger than usual support for public sector reform in Tanzania, reflecting the size and politicisation of its bureaucracy.

90. Freedom House scores nations on political rights (reflecting free and fair elections, freedom of political organisation, significant opposition, freedom from domination by powerful groups, and autonomy or political inclusion of minority groups); civil liberties (reflecting freedom of expression or belief, freedom of association and organisational rights, rule of law and human rights, and personal autonomy and economic rights); and press freedom (which reflects media objectivity and freedom of expression). Ratings are determined by in-house expert opinion. The Freedom House 2008 survey of world freedom scores Tanzania 4 out of 7 on political rights and 3 out of 7 on civil liberties (with 1 most free and 7 least free), denoting Tanzania as 'Partly Free'[11]. These scores have been static since 2002, and were slightly worse before that. In 2007, Freedom House's measure of press freedom scored Tanzania's media as 'Partly Free', and this has been the case since 1993. The 2007 Freedom of the Press report pointed out that, while the constitution provides for free speech, authorities are empowered to register and ban newspapers and broadcast media, and journalists are subject to libel laws and harassment from the Government. There are plans for a Freedom of Information Act, but none are currently in place.

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[9] National Strategy for Growth and Reduction of Poverty (NSGRP—MKUKUTA) Joint Staff Advisory Note

Prepared by the Staffs of the IMF and IDA Approved by David Nellor and Michael T. Hadjimichael (IMF) and Gobind T. Nankani (IDA) March 24, 2006

[10] This paragraph is derived from documents accessed from http://www.afrobarometer.org/tanzania.htm, May 2008.

[11] Downloaded from http://www.freedomhouse.org/template.cfm?page=395, April 2008.

91. Transparency International, a non-governmental organisation (NGO), has commissioned a Corruption Perceptions Index that reflects perceptions of corruption by business people and country analysts, scoring countries 0–10 (highly corrupt to highly clean). Tanzania ranks 94 out of 179 countries, scoring 3.4 in 2007[12].

92. The University of Maryland's Polity IV dataset scores countries on democracy, autocracy, and polity. Democracy represents the general openness of political institutions, where 0 is low and 10 is high. Autocracy is the general 'closedness' of political institutions, where 0 is low and 10 is high. Polity is constructed by subtracting the autocracy score from the democracy. Tanzania in 2006 (the last year for which data are available) scored 1 for polity, 3 for democracy, and 2 for autocracy[13]. These indicators have not changed since 2005.

93. The World Bank Governance Indicators, which aggregate several indicators to produce scores on different elements of governance, suggest that Tanzania's governance environment is relatively stable and better than the environment in 40% of countries. The indicators rank countries on six indicators between 1996 and 2006: i) voice and accountability; ii) political stability and lack of violence/terrorism; iii) government effectiveness; iv) regulatory quality; v) rule of law; and vi) control of corruption.

94. All of Tanzania's indicators are around the 40% mark and most have been stable there since 2000 or 1996.[14] The only exception to this stability is control of corruption, which has improved dramatically from 10% in 1996. The stability of indicators over the 10 year period and their concentration around the same point is quite unusual.

4.10 Application of Paris Declaration principles in the statistics area

95. Tanzania is a signatory of the Paris Declaration on aid effectiveness, and its scoring on managing for results is strong, although one of the main challenges identified is a lack of up-to-date statistics and the lack of a statistical masterplan.

4.10.1 Ownership

96. While there is no master plan as such, the Poverty Master Plan is clearly very strongly country owned and provides a major vehicle for alignment around data needs for the PRSP.

4.10.2 Alignment

97. In terms of the poverty monitoring systems, six donors are well aligned around the Poverty Monitoring Plan, which sets out the needs on a five year cycle: donors have mainly observed this and have been aligned. Unaligned work has been commissioned by other government agencies and donors with NBS earning income

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[12] http://www.transparency.org/policy_research/surveys_indices/cpi/2007, accessed April 2008.

[13] Available at http://www.systemicpeace.org/polity/polity06.htm#asia, accessed April 2008.

[14] Downloaded from http://info.worldbank.org/governance/wgi2007/sc_chart.asp#, April 2008.

from its activities. The NBS core work, and that of the Poverty Monitoring System, takes priority.

A lead donor has been identified in poverty monitoring issues, and donors speak with one voice and for one another according to DFID.

4.10.3 Harmonisation

98. The accountability to the poverty monitoring fund and to the Board represent parallel reporting systems, but this will shortly be replaced by a NBS fund for statistics which will seek to harmonise reporting arrangements.

99. Previously, individual development partners had funded individual statistics projects often centred around their own data needs. The PMS has enabled the Government to produce a plan for its own information needs in a coherent way. The Government and development partners have agreed joint accounting and operating procedures for the pooled fund.

4.10.4 Managing for results

100. The NBS has a performance contract with the Government for which it is accountable, and also operates a performance management system for its staff. The annual report on the NBS is prepared by the director general for the permanent secretary and the minister responsible for the NBS. This is submitted to Parliament (National Assembly).

4.10.5 Mutual accountability

101. The Poverty Monitoring System has benefited from having predictable aid to fund core surveys and data collection activities since 2000, and this looks likely to continue. The NBS seems to have avoided an imbalance in its statistical programme, conducting a good mix of economic, social and demographic studies, and has limited the number of uncoordinated or *ad hoc* studies. This is partly attributable to the secure financing, but also to the alignment of the major donors. It is also due to the strong governance of the NBS and the serious view taken of its performance contract with the Government.

5 Burkina Faso

5.1 Statistical performance of Burkina Faso NSS

102. According to the World Bank SCBI, and in spite of an important loan by the World Bank itself, the global statistical performance of Burkina Faso has not been improved in the 2004–2007 period.

Table 5.1   World Bank Statistical Capacity Building Indicators

	2004	2005	2006	2007	2007 all IDA countries	Change 2007/ 2004
Overall	64	65	62	63	66	0.98
Statistical Practice	40	50	50	40	59	1.00
Data Collection	80	60	50	60	60	0.75
Indicator Availability	73	85	85	88	79	1.21

103. However, the availability indicator is largely above the IDA countries average and shows progress.

104. As far as statistical series are concerned, the National Institute for Statistics and Demography (INSD) regularly produces and publishes the Consumer Price Index on a monthly basis. The results of all surveys conducted (three Living Standards Measurement surveys, in 1994, 1998 and 2003) have been published, including the 2006 General Population Census preliminary results. But the publications available on the INSD website only concern education and health.

105. A lot of so-called 'regular' publications have stopped being published for several years. After a seven year interruption, a statistical yearbook was published in November 2006. Latest available national accounts data is in respect of the year 2001 and current estimates are produced by the Directorate of Forecasting and Macroeconomic Analysis. The 2003 IMF data quality assessment (table below) showed that a lot still has to be done in this area, as well as in the serviceability and accessibility of all types of data.

106. INSD activity reports show an important rate of 'non realisation'.

Table 5.2   IMF Data Quality Assessment Framework – Summary results

Element	National Accounts	Consumer Price Index	Government Finance Statistics	Monetary Statistics	Balance of Payments Statistics	Comments: Para. No. *	Authorities' Main Plans for Improvement (as of May 2003)
Key to symbols: NA = Not Applicable; O = Practice Observed; LO = Practice Largely Observed; LNO =Practice Largely Not Observed; NO = Practice Not Observed							
0. Prerequisites of quality							
0.1 Legal and institutional environment	LO	LO	LO	LO	LO	14–16	GFS Assigning leadership responsibility to the SP-PPF, taking into account the shared responsibilities (0.1). Adding to the Activity Program an on-the-job training objective (0.2). Adding to the Activity Program the taking into account of users' needs (0.3).
0.2 Resources	LNO	LNO	LNO	O	LO		
0.3 Quality awareness	LO	LO	LO	LO	LO		
1. Integrity							
1.1 Professionalism	LO	LO	O	O	O	17–19	GFS Referencing the <<source>> for each GFS table. Gathering on the web, in a unique area, all relevant GFS documentation on compilation and dissemination (1.2).
1.2 Transparency	LO	LO	LO	LO	LO		
1.3 Ethical standards	LO	LO	O	O	O		
2. Methodological soundness							
2.1 Concepts and definitions	LO	O	O	LO	O	20–23	NA Work underway toward adopting the *1993 SNA* using the ERE/TES module (2.1). CPI Compilation of regional indices and a national index (medium term) (2.2). GFS Extension of the TOFE to general government in 2004 (TOFE-WAEMU directive). End 2003: functional and ministerial breakdowns of expenditure. MS Implementation of the *MFSM* methodology (2.1). Inclusion of finance companies and decentralized financial system in monetary statistics (2.2). Improve sectorization of general government units in the monthly reporting of commercial banks (2.3).
2.2 Scope	LNO	LNO	LO	LO	O		
2.3 Classification/sectorization	LNO	O	O	LNO	O		
2.4 Basis for recording	LO	O	O	O	O		
3. Accuracy and reliability							
3.1 Source data	LNO	LNO	O	LO	LO	25–29	NA Priority survey of household consumption is now underway (3.1). Change of base year from 1985 to 1999 with adoption of *1993 SNA* (3.2). CPI Rewriting of the CHAPO processing software (medium term) (3.2). GFS Enforcing WAEMU directives (TOFE compilation based on Treasury ledger) (3.1). Grossing up provisional data on externally financed expenditure. Archiving TOFE series and carrying out studies once a year (3.5). MS Implementation of the *MFSM* methodology (3.1). BOP Use of supplementary data from the enterprise balance sheet database and from the Bank for International Settlements (BIS) (3.1).
3.2 Statistical techniques	LNO	O	LO	O	O		
3.3 Assessment and validation of source data	LO	O	O	O	LO		
3.4 Assessment and validation of intermediate data and statistical outputs	LO	O	O	O	O		
3.5 Revision studies	LNO	NA	LNO	O	O		
4. Serviceability							
4.1 Relevance	LO	O	LO	LO	LO	30–34	BOP Dissemination of quarterly statistics based on reports by resident banks (4.1). CPI A survey is under way for updating the index weights (4.4). GFS Annexing the TOFE to the budget law 2004; disseminating a note linking TOFE and budget (4.1). Revamping the table on the PNG annexed to the TOFE (4.3). MS Renovation of the computerization of the BCEAO's accounting functions, reduction in the time taken to disseminate monetary statistics to 45 days (4.2).
4.2 Timeliness and periodicity	LNO	SDDS	SDDS	LNO	LO		
4.3 Consistency	LO	O	LO	O	O		
4.4 Revision policy and practice	LNO	LO	LO	O	LO		
5. Accessibility							
5.1 Data accessibility	LNO	LO	LNO	LNO	O	35–39	NA + CPI Construction of an Internet site (5.1). GFS Creation of a *GFS fascicule* (internet): TOFE, long time series, debt, methodological notes. MS Publication of a preannounced release schedule (5.1). Dissemination to the public of the monetary statistics methodology (5.2).
5.2 Metadata accessibility	LO	LO	LO	LNO	LNO		
5.3 Assistance to users	LO	O	LO	LO	LO		

5.2   Financial resources

5.2.1 National budget allocated to statistics

107.   The Burkina Faso Government has demonstrated giving training to its statisticians: in recent years it has supplied scholarships for the training of a number of statisticians and recruited them.

108.   It has also supplied a much higher level of finance to the population census than was planned in the NSDS (the provisions were XOF 2 billion, of which 250 million was to be provided by the State: in the end, the State disbursed more than 6 billion.)

5.2.2 Donor financial support

109.   12 donors have been involved in supporting the Burkina Statistical system. $13.6 million dollars has been recorded, but this excludes contributions to the Multiple Indicator Cluster Survey (MICS).

110.   At the present time, the major supporter of the Burkina Faso statistical system is the World Bank, under a $10 million STATCAP facility (Specific Investment Loan). It offers financial support for technical assistance and statistical activities through the 2005–2009 Development of the National Statistical System Project (PDSSN). The project covers the INSD as well as eight line ministries. It includes five components: organisational development, HR development, data development, physical and material infrastructures and project management.

111.   The European Community also provides technical assistance (see below). The European Development Fund (EDF) also supported the population census through budget support mechanism. It seems that the EDF will extend its assistance a further two years, including support to a new sector (employment) and assistance to the National Statistical Council (CNS).

112.   From December 2004 to December 2007, the AfDB implemented the International Comparison Programme (ICP) in Burkina Faso in order to produce purchase power parities and comparable GDP (USD 412,000).

113.   Other donors supported or support the Burkina Faso NSS on an *ad hoc* basis and their focus is mainly on surveys, as listed in the table below.

Table 5.3   Donor support to Statistics development, Burkina Faso

Donors	Project title	Time	Budget in USD	Source
UNICEF	Multiple Indicator Cluster Survey	Jan 2004–Dec 2006		LRE
ILO	RBTC—BSR/Abidjan	May 2004	2	LRE
ILO	Survey and Development of database on child labour	Jul 2004–Jan 2006	147	LRE
WHO	Publication of Health Statistics Yearbook	2005	6	LRE
Canada	Support for PRSP Monitoring	May 2002–Oct 2006	697	LRE
Germany	Advisory Services to Ministry of Economics and Development and Ministry of Finance	June 1997–Dec 2005	924	LRE
Denmark	Census 2006–2009	2006–2007	168	CRS
Denmark	Support to Permanent Agriculture Survey	2005	113	LRE
Japan	Promoting of participation of Japanese citizen in statistics	2005–2006	285	CRS
Japan	Statistical capacity building	2004–2006	458	CRS
Netherlands	Support to Health Information System	2005–2006	9	LRE
CILSS	Health/Nutrition Survey	2005	38	LRE
EC	Support to Permanent Agriculture Survey	2005	188	LRE
World Bank	Development of National Statistical System	Mar 2004–Jul 2009	10,000	LRE CRS
World Bank	Statistical Master Plan	May 2003–Feb 2004	50	LRE
World Bank	Programme to Support Health Districts	2005–2006	94	LRE
AfDB	SCB under International Comparison Programme	Dec 2004–Dec 2007	413	LRE

Source: PARIS21, NSDS Country Sheets

5.3   Human resources

5.3.1   Staffing situation

114.   According to the NSS research carried out for the revision of the NSDS, the total staff devoted to the whole NSS is 634 in Burkina Faso (for a total of 13.8 million inhabitants, which is roughly one statistical staff member for 22,000 people).

115.   According to the 2007 mid-term revision of the NSDS, not less than 16 statisticians, demographers and ITS entered the SSN (INSD and line ministries) in 2006 and 2007. (The 2003 corresponding staff totalled only 21 for these three categories, but sources differ.) The INSD staff will increase from 145 in 2007 to 221 in 2008.

116.   According to the new statutes, INSD can now hire contractual staff in addition to civil servants.

Table 5.4   Evolution of INSD staff

		1995	2003	2007
Total staff		102	80	145
Of which:	ISE	8	2	16
	Demographers	8	4	12
	ITS	25	7	26

117.   As can be seen from the above table, after a decline in numbers, the staffing situation has greatly improved and the fruits of this might be expected in the near future.

5.3.2 Training and technical assistance

118.   Like in its other member countries, AFRISTAT provides technical assistance to the INSD which seems to be efficient. West Africa IMF's AFRITAC also provides training and short-term technical assistance.

119.   From June 2005 to June 2008, the EDF Statistical Capacity Building Project (ARCS project) has provided long-term and short-term technical assistance to the INSD and three social ministries (health, education and justice).

5.4   Statistical governance

5.4.1 Legal and organisational framework

120.   The Burkina Faso National Statistical System officially includes:

- the National Institute for Statistics and Demography (INSD), lead and coordinating agency;
- the National Statistical Council (CNS), operational since 2006;
- the Statistical Services in 24 line ministries (mainly directorates for studies and planning);
- some state enterprises;
- the users of statistics (public administration and public enterprises, international organisations, donors, NGOs and civil society, researchers and universities, and the people of Burkina Faso in general).

121.   Until recently it also included the ONAPAD (*Observatoire national sur la pauvreté et le développement humain*). The INSD plans to reintegrate the ONAPAD as an inside directorate, but this plan has not been implemented yet.

122.   The NSDS situational analysis proposed to strengthen the legal and institutional framework of the NSS, including the degree of independence of the INSD (this recommended its transformation into an autonomous public establishment under the supervision of the Minister of Economy and Finance, with a director general and an administrative board of nine members), the coordination mechanisms of statistical activities (creation of the CNS), and the collaboration between users and producers of statistics.

123.   INSD regional offices have recently been created following a deconcentration policy of the Government.

5.4.2 National strategy for the development of statistics

124.   The first strategy was developed in 1994 to cover the 1994–1998 period, following a recommendation made in the economic management framework document (DOCAGE) which identified strengthening the statistical information system as one of its eight priorities.

125.   A second strategy (*Plan National de la Statistique* 2000–2004) followed in 1999.

126.   Then, the Republic of Burkina Faso developed a National Strategy for the Development of Statistics (*Schéma Directeur de la Statistique du Burkina Faso*), covering the period 2004–2009, to guide the aid-coordination effort and the country's overall development in the statistics area.

127.   The NSDS objectives are to provide high quality data to monitor the management of macro-economic stability, the M&E of the PRSP, and the private sector development, as well as the international development agenda such as the MDGs. The Burkina Faso NSDS covers all main sectors of the official statistical system. The NSDS was amended and adopted by the CNS in June 2003 prior to being sent to the Cabinet for approval.

128.   The NSDS contains a time bound detailed work plan but there is no clear indication on the prioritisation of the statistical activities. The six year NSDS cost is estimated at FCFA 22.1 billion, of which 80% is expected to be financed by external development partners.

Table 5.5   Expected sources of NSDS financing (in million FCFA)

Component	Government	Other Sources *including the World Bank loan*
Statistical Coordination	120	210
Statistics Production	2 339	11 916
Training	100	680
Dissemination	250	1 190
Infrastructures	1 710	3 590
Total	4 519	17 586
Percentage	20,4	79,6

Source: NSDS Burkina Faso 2004-2009, August 2003

129.   The mid-term review of the strategy (2007 revision) showed that the cost of an important development, namely the deconcentration of the INSD (creation of regional offices), had not been planned for in the NSDS.

5.4.3 National Statistical Institute management

130.   The INSD director general has been chosen by the minister responsible for statistics for his management qualities. However, as he is not a qualified statistician, he has faced opposition from his staff who expected the director general to be a

statistician. This resulted in a formal letter of complaint from staff to the governing body.

131.   The task of restructuring the INSD and in implementing the new statutes, has been demanding, but a lot has been achieved with the help of the two main supporting projects (the World Bank and European Commission).

132.   In the area of human resources development, the challenge has been to increase the number of statisticians in the system by providing better training and finding new forms of staff incentives. New young statisticians have recently joined the NSS but the new INSD statutes do not allow as much flexibility as was expected in the salary scales. In particular, field work allowances have been lower than expected, which has de-motivated staff and led to a culture of allowance-led behaviour. Even participation in training sessions has to be rewarded with *per diems*.

5.5   Country governance

5.5.1 Burkina Faso Governance Indicators

133.   This section summarises subjective governance indicators from different institutions: Freedom House, Transparency International, Polity IV, and the World Bank. Burkina Faso has a reasonably good governance environment, with reasonable freedoms (better than around two-fifths of countries and most others in this study). This has been the case for the past decade at least. The only slight concern could be around government effectiveness.

134.   Freedom House scores nations on political rights (reflecting free and fair elections, freedom of political organisation, significant opposition, freedom from domination by powerful groups, and autonomy or political inclusion of minority groups); civil liberties (reflecting freedom of expression or belief, freedom of association and organisational rights, rule of law and human rights, and personal autonomy and economic rights); and press freedom (which reflects media objectivity and freedom of expression). Ratings are determined by in-house expert opinion. The Freedom House 2008 survey of world freedom scores Burkina Faso 5 out of 7 on political rights and 3 out of 7 on civil liberties (with 1 most free and 7 least free), denoting Burkina Faso as 'Partly Free'[15]. These scores have been largely static since 1992, although political rights' freedom has worsened slightly and civil liberties improved slightly since 2005. From 1992 until now, Freedom House's measure of press freedom scored Burkina Faso's media as 'Partly Free'. In 2007, the press freedom report noted that freedom of speech is protected in the constitution and usually respected by the Government[16]. However, the 1993 information code allows media outlets to be summarily banned if they are accused of spreading false information or threatening national security. The report gives examples of judicial failures to protect press freedom, including failing to follow up a murder charge on a presidential guard for allegedly murdering a high profile journalist.

135.   Transparency International, a non-governmental organisation (NGO), has commissioned a Corruption Perceptions Index that reflects perceptions of corruption

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[15] Downloaded from http://www.freedomhouse.org/template.cfm?page=395, April 2008.

[16] http://www.freedomhouse.org/template.cfm?page=251&country=7215&year=2007, accessed May 2008.

by business people and country analysts, scoring countries 0–10 (highly corrupt to highly clean). Burkina Faso ranks 105 out of 179 countries, scoring 2.9 in 2007[17].

136. The University of Maryland's Polity IV dataset scores countries on democracy, autocracy, and polity. Democracy represents the general openness of political institutions, where 0 is low and 10 is high. Autocracy is the general 'closedness' of political institutions, where 0 is low and 10 is high. Polity is constructed by subtracting the autocracy score from the democracy. Burkina Faso in 2006 (the last year for which data are available) scored 0 for polity, 2 for democracy, and 2 for autocracy[18]. These indicators have not changed since 2005.

137. The World Bank Governance Indicators, which aggregate several indicators to produce scores on different elements of governance, suggest that Burkina Faso's governance environment is reasonably static and is better than around 40% of countries on most indicators. The indicators rank countries on six indicators between 1996 and 2006: i) voice and accountability; ii) political stability and lack of violence/terrorism; iii) government effectiveness; iv) regulatory quality; v) rule of law; and vi) control of corruption.

138. Five of Burkina Faso's indicators are around the 40% mark and have been largely static with slight fluctuations since 1996. [19] The only exception to the level is government effectiveness, which is around the 25% mark, and has declined slightly since 2004. The main exception to the stability of the indicators is control of corruption, which has declined from 60% in the last year (although it was at around 40% in 1996).

5.5.2 Burkina Faso Poverty Reduction Strategy

139. In 2004 the Government of Burkina Faso prepared a (second generation) medium-term development strategy—the Poverty Reduction Strategy Papers (PRSPs) 2004–2006—in broad consultation with society, private sector and development partners. This PRSP revises the first generation PRSP 2000–2002.

140. The Poverty Reduction Strategy targets the reconciliation of the needs for structural reform and economic recovery with the objectives of income growth among the poor and transfers to the poorest. However, bearing in mind the limited resources and in an effort to be realistic, the Government has set forth the following development priorities: (i) reducing the social deficit; (ii) promoting rural development and food security; (iii) improving access by the public, particularly by the poor, to safe drinking water; (iv) combating HIV/AIDS; (v) protecting the environment and improving living conditions; (vi) developing SMIs/SMEs and small-scale mining; (vii) strengthening public safety; and (viii) enhancing national capacities, with particular emphasis on the promotion of new information and communications technologies.

141. To achieve the objectives of the strategic framework, a number of programmes have been organised around the four strategic pillars: (i) accelerating broad-based growth; (ii) promoting access to basic social services and social protection by the poor;

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[17] http://www.transparency.org/policy_research/surveys_indices/cpi/2007, accessed April 2008.

[18] Available at http://www.systemicpeace.org/polity/polity06.htm#asia, accessed April 2008.

[19] Downloaded from http://info.worldbank.org/governance/wgi2007/sc_chart.asp#, April 2008.

(iii) increasing employment and income-generating activities for the poor in an equitable manner; (iv) promoting good governance.

142. For the monitoring of the PRSP a number of indicators has been fixed covering different sectors of the PRSP: human poverty (24 indicators), sectoral performance (five indicators) and a set of supplementary sectoral indicators (19 indicators). The PRSP formulating process has also defined a clear monitoring framework and the need for strengthening the statistical system and its role in monitoring the PRSP.

143. To analyse the trends and determinants of poverty in Burkina Faso, the PRSP document 2004–2006 has made intensive use of statistics from the household surveys (1998 HLCS, 2003 HLCS, and 2003 DHS). Other sectoral statistics have also been used to describe specific sectors' (education, health) situation and trends.

144. It must be noted that the indicator selection (and their precise definition, including their choice of the source) was undertaken by the ONAPAD (a PNUD-financed project). This project was hosted by the INSD, but ceased after the end of the financing by the PNUD.

145. The PRSP proposed to strengthen the national statistical system's organisation and enhance its human resources in order to create the conditions capable of ensuring the availability of information, in particular poverty monitoring indicators. The proposed tasks were to reorganise the various system components to make them operational and better coordinated.

146. The annual progress report (April 2006) of the PRSP2 made use of several indicators produced by the NSS to measure the PRSP result-based indicators across its four pillars.

5.6 Application of Paris Declaration principles in the statistics area

5.6.1 Ownership

147. With the support of the multi-donor Trust Fund for Statistical Capacity Building, managed by the World Bank, the development of the NSDS used a participatory process, taking on board all the stakeholders of statistics—producers, users and providers of statistics. Two staff from the *Institut National de la Statistique et de la Démographie (INSD) du Burkina Faso* wrote the NSDS, taking into consideration:

- existing statistical initiatives such as the National Statistics Programme (*Programme National Statistique - PNS)*;
- the PRS Monitoring and Evaluation Framework;
- regional and international needs - AFRISTAT member countries minimum common statistical programme (*Programme Statistique Minimum Commun— PROSMIC*), ECOWAS general policy in statistical information;
- the adhesion of Burkina Faso to General Data Dissemination System (GDDS);
- the consultation process.

5.6.2 Alignment

148.   The NSDS for Burkina Faso provides a basis for external partners to align their support with the statistical priorities. No mutual or basket fund approach is used by any donor to support statistical capacity building. The two key donors (the World Bank and the European Commission project for statistics) better align with the NSDS. Other partners in statistics seem to focus on surveys largely to fulfil their own statistical needs. Surveys are better supported than the strengthening of the routine statistical system.

149.   The 2007 NSDS revision document shows that, in the 2004–2006 period, some activities were carried out which were not in the NSDS:

- production of regional statistics by the newly created regional INSD offices;
- creation of databases, including national implementation of Devinfo;
- creation of websites;
- implementation of Ouagadougou Population Observatory;
- training of staff in deconcentrated structures;
- surveys (including a survey on working children carried out by INSD).

150.   The PRSP Annual Progress Report (April 2006) mentioned that key donors' intervention in statistics should be first discussed with government authorities in order to avoid duplication of activities. The INSD director confirmed that the NSDS is the reference document for support to statistical capacity building, and that there is an actual dialogue between donors and the Government regarding statistical support.

151.   Two new projects are in the pipeline, i.e. the renewal of the European Commission assistance project and a new SIDA project. SIDA will be a newcomer within the donor groups. Two identification missions have just been carried out by Statistics Sweden which suggested activities and a project has been agreed with Burkina Faso's Government. It will include two resident technical advisers and 40 person-weeks of short-term expertise per year. SIDA assistance was not planned in the NSDS. It overlaps with other projects (notably the World Bank and the European Commission's) and will be looked after by the CNS, whose role has recently been increased. From now onwards, the newly operational CNS will take a major role in discussions regarding donor support to statistics.

5.6.3 Harmonisation

152.   According to the INSD director there is no formal lead donor for the development of statistics. However key donors have been involved in the NSDS elaboration process, and the strengthening of statistics has been one of the key recommendations for the success of the PRSP2 M&E arrangements.

153.   There are no common indicators used to monitor donors' interventions in statistical capacity building. In other sectors, donors contributing to sector wide approach (SWAp) have begun to use country systems: for example, national procurement systems are used in the Health and HIV/AIDS SWAp supported by France, the Netherlands, Sweden and the UNFPA, and they have agreed on a list of 35 indicators to monitor progress. Where possible, national financial management, monitoring and procurement measures are used in the education SWAp supported by Belgium, Canada, Denmark, France, the Netherlands, Sweden and the World Bank.

154.   According to the 2006 survey on monitoring the Paris Declaration results, '60% of aid for the government sector made use of Burkina Faso's procurement system and development partners are increasingly following national procurement procedures'.

155.   In statistics, where there is no sectoral approach in place, there are many standalone projects—mainly surveys projects—where there is little or no coordination and no use of common arrangements.

156.   Different statistical support project management procedures are used depending on the partner practices. This makes the management of statistical activities very difficult, and time and human resources are duplicated in producing different financial reports for different partners.

157.   However, the World Bank intervention in statistics uses national procedures for national bids but uses its own systems for international bids; national bidding being possible under a threshold depending on the type of expenditure. For example, in the World Bank STATCAP project, civil works over USD 500,000 and goods over USD 100, 000, financed by IDA for the construction works for the INSD headquarters, are procured in accordance with the Bank's guidelines. National competitive bidding advertised locally is carried out in accordance with national procurement law and regulations, acceptable to IDA.

5.6.4 Managing for results

158.   There is an institutional framework set up to monitor and evaluate the NSDS implementation. These include statistical subject matter investigations under the auspices of CNS. The M&E tools for NSDS implementation are the logframe and the result-based monitoring framework as described in the NSDS. A comprehensive review of the implementation of the NSS 2004–2006 has been done by the CNS and results have been used to update the NSDS for 2006–2009. However, the NSD does not indicate its timetable of activities or any publication or dissemination schedules.

5.6.5 Mutual accountability

159.   Some parallel structures are created in the NSS by donors. For example, the STATCAP project has a Project Management Unit (PMU) within the INSD which is in charge of the entire financial management of the project, including budget and cash managements, accounting, internal control, financial reporting and external audit preparation. This was also the case for the ONAPAD, until its financing and activities ceased.

160.   According to the latest activity reports of the INSD, the failure to undertake many of the activities planned in the NSDS was most often due to the late supply of expected funds (or even non payments). The transaction costs on the INSD has been high with duplication of reporting systems and a heavy management burden involving opening new bank accounts and parallel reporting systems.

6   Liberia

6.1   Statistical performance of Liberia

161.   The Liberia Institute of Statistics and Geo-Information Services (LISGIS) is recovering from 14 years of war. According to the World Bank SCBI, the global statistical performance of Liberia has been relatively static since 2004. Recent activities such as the population census have not yet fed through to results. The very low scores reflect the situation of the country after a long period of war. It is well below other IDA countries.

Table 6.1   World Bank Statistical Capacity Building Indicators

	2004	2005	2006	2007	2007 all IDA countries	Change 2007/ 2004
Overall	18	18	18	17	66	0.94
Statistical Practice	10	10	10	10	59	1.00
Data Collection	0	0	0	0	60	-
Indicator Availability	45	45	45	42	79	0.93

6.2   Statistical reforms and background

162.   Despite the war, the statistical agency underwent reform relatively recently and the semi-autonomous Liberia Institute of Statistics and Geo-information Services was established. LISGIS is governed by a board of rather large scale, which includes a long list of development partners. At the time of the World Bank sponsored road map, the board was not thought to have met, and this impression was confirmed by a recent GDDS mission to support statistical management in Liberia. This mission recommended changes in the Act (see 6.8.1. below) to reform both the composition of the board, the responsibilities for geo-information services and the explicit list of series to be produced by LISGIS.

163.   Despite the reforms in the Act, little was done to reform the staffing or conditions of service in LISGIS, and it operates under very challenging physical, financial and staffing constraints.

6.3   Statistical activities

164.   According to the World Bank Indicators database the following household surveys have been run since 1995:

2007 - Core Welfare Indicators Questionnaire (with expenditure module)

2006 – Liberia Demographic and Health Survey

1995 - Multiple Indicator Cluster

In addition the Poverty Participatory Survey (PPS), and the

the National Establishment Census (NEC) have been conducted recently. This was supported by field workers employed by UNHCR/ Norwegian Refugee Council.

165. The population census has recently been conducted (March 2008), and the preliminary results were made public on 18 June 2008, a very quick release of results. This indicates that a census can be achieved in a fragile state with very limited resources if appropriate support is made available.

166. The CPI was revised recently using weights from neighbouring countries and is produced in collaboration with the Central Bank.

167. National accounts are very outdated and rely on very limited data sources, but this is likely to improve once the results from the Establishment Census are utilised.

168. Some routine data collections are being restarted; these include health statistics, education statistics and labour statistics.

Table 6.2   Liberia's statistical activities

Statistical programme operations	Most recent/current	Next
Population Census	1984, sample in 2003	2008
Agriculture census		
Household budget survey		
MICS	1995	
DHS	2006/2007	
CWIQ	2007	
Survey 1-2-3		
PPA	2007	
National Establishment Census	2007/2008	

6.4   Poverty Reduction Strategy Paper

169. Liberia's interim Poverty Reduction Strategy document (p 7) refers to the 'devastated statistical generating capacity'.

> *The war years essentially ended data collection and analysis which are pre-requisites for sound policy analysis and formulation, and it will take years to rebuild capacity… …The lack of reliable data is one of the critical challenges faced by post-war Liberia. Hence, it is essential to achieve a National Statistical Development Strategy (NSDS) for Liberia as soon as possible. Today, there is very little data available in Liberia to inform the drafting of the iPRSP.*

170. The initial responses given to cope with the situation of statistics are shown in point 5.3 (p 39).

A substantial amount of investment is needed to approximate pre-war capability. Targeted programs will be developed in collaboration with partners to build LISGIS' capacity in order to be able to collect, analyze and disseminate statistics on national accounts, consumer price index, trade, environment, food security, and to conduct population and housing census as well as demographic and health surveys.

171.   'Statistics for development' were not forgotten either in the medium-term agenda with a whole section (p 47) dedicated to the elaboration of a NSDS, the key surveys for poverty analysis and the needs for statistics on youth, gender and the environment. This was taken forward into the full PRSP and the following is taken from the recently published Liberia PRSP (July 2008). It is a notable achievement that reference to the NSDS and M&E systems is linked to capacity building needs in the PRSP and mainstreamed in the PRSP.

Some of the priority interventions in the PRS Policy Action Matrix
(page 153) are to:

'Ensure that the recommendations of the National Statistical Development Strategy for Liberia are mainstreamed into the PRS implementation,'

'Develop an in-service statistical training program for junior- and mid-level statistical staff within LISGIS and Line Ministries and train at least 100 staff over 3 years'

'Conduct annual trainings for county officials and county based ministry staff on data collection and analysis (train at least 10 people per county, and conduct refresher trainings on an annual basis).'

'Develop a statistics degree program at University Liberia in order to begin training a new generation of professional statisticians.'

Para 13.6.2 LISGIS

'Current LISGIS capacity for the required collection, analysis, and standardization of data is limited. Strengthening LISGIS will enable the organization to fulfil its critical mandate of data collection, analysis and dissemination, and ensure that a strong statistical system will be in place as Liberia's development partners begin to phase out their role. To address the capacity challenges of LISGIS, the UNDP/NIMAC project is presently implementing an exit strategy in which it will transition functions, staff, resources and assets into LISGIS in a coordinated and sustainable manner. The successful completion of this process will see LISGIS' capacity strengthened in a relatively short period. In addition, a UNHCR/NRC Protection monitoring team, which has provided data collection support to the recently completed Establishment Census, PPA and Population Census, will be available as a resource during the PRS period. Finally, a National Strategy for the Development of Statistics (NSDS) is being finalized to provide a comprehensive framework for the collection, processing and standardization of statistical data for the Liberia National Statistical System (See below.)'

13.6.3 Line Ministries

The accurate and timely collection of data by line ministries is crucial to the success of the monitoring and evaluation of the PRS, and has historically been a weakness of the statistical system. Significant training and capacity building of the line ministry staff in data collection, collation, analysis and standardization at national and sub-national levels will be undertaken to strengthen reporting. The strengthened institutional links between GOL ministries and LISGIS are expected to contribute positively to the functioning of the M&E system by ensuring that data are collected consistently, and are credible, accessible, and published in a timely manner.

6.5   Use of statistics in Liberia

Table 6.3   Summary of MDG Assessment and Monitoring Capacity

Goals	Data Gathering	Quality of Survey Data	Statistical Tracking	Statistical Analysis	Statistics into Policy	Monitoring & Evaluation
Extreme Poverty	*Weak*	*Fair*	*Weak*	*Fair*	*Weak*	*Weak*
Hunger	*Fair*	*Fair*	*Fair*	*Fair*	*Weak*	*Weak*
Universal Primary Education	*Weak*	*Weak*	*Weak*	*Fair*	*Weak*	*Weak*
Gender Equity	*Weak*	*Weak*	*Weak*	*Fair*	*Fair*	*Weak*
Under-5 Mortality	*Weak*	*Weak*	*Weak*	*Fair*	*Fair*	*Weak*
Maternal Mortality	*Weak*	*Fair*	*Fair*	*Weak*	*Weak*	*Weak*
HIV/AIDS, Malaria & Other Diseases	*Fair*	*Fair*	*Fair*	*Fair*	*Fair*	*Weak*
Environment	*Weak*	*Fair*	*Weak*	*Weak*	*Fair*	*Weak*
Partnership	*Fair*	*Fair*	*Fair*	*Fair*	*Fair*	*Fair*

172.   Lack of timely information and of appropriate analysis is recognised by the Primary Education Recovery Programme 'as a serious constraint on effective and efficient management in the MOE. For example, administrative information about students who enrolled at the beginning or end of a school year is not available or reliable' 2010 is the target for a computerised and networked Educational Management Information System, providing timely and relevant information to planners and decision-makers. LISGIS and NIMAC will be asked for contributions to the elaboration of this system.

173.   The executive summary of the Joint Strategy Note on Liberia (the World Bank and AfDB) remarks that, 'There is little robust poverty data, although efforts are underway to begin collecting this in the context of the preparation of a full PRSP.' The scarcity and lack of reliability of data is stressed at several occasions in the core

text. The document refers (p 11) to the work already carried out, or in progress, regarding the CWIQ and the DHS surveys and the preparation of the NSDS: 'The World Bank, AfDB and others are jointly assisting the implementation of a statistical capacity building roadmap—an essential step to monitoring progress under the PRS as well as in improving national accounts and other national statistics.'

174.   As highlighted in the United Nations Development Assistance Framework (UNDAF), the Government of Liberia puts statistics as one of its priorities.

The government of Liberia's national reconstruction and development strategy…focuses on reconciliation and consolidation of peace, improving security and governance; reintegration and resettlement; public sector effectiveness and transparency; private sector development, job creation and growth; social services rehabilitation, and statistical information and database reconstruction.

175.   'To improve the statistical delivery system' is objective 4 of goal 2 (good governance) of the UNDAF. Details about this objective are given on p 20 and 21.

176.   USAID's Strategic Framework for Africa devotes several paragraphs to the role of indicators for monitoring the success of the Africa strategy (p 26 & 27). The Framework acknowledges that:

Selecting appropriate indicators for the Fragile States Strategic Framework has presented a particular challenge because of the difficulty of collecting data in precarious operational environments and a general lack of reliable and current data on states that are fragile.

6.6   Evaluation criteria

6.6.1   Reported support to statistics in Liberia

177.   Liberia has received support from 7 donors, and the sum of $14.4 million dollars, this excludes support to the National Information Management Centre (NIMAC) information centre, which the government believes would have been more usefully spent to directly raise capacity in LISGIS.

178.   The UN system has assisted the Government with the development of a national statistical act and has provided logistical support for the Liberia DHS. According to the UNDAF, the UN system (including UNDP, UNFPA, UNICEF, WHO and FAO), USAID, AfDB, JTF, EC/EU, ECOWAS and the World Bank will go on supporting:

- national population censuses;
- the strengthening of the LISGIS;
- strategic studies/surveys for database development and policy.

179.   The potential following donors and areas of intervention were identified in the road map. The support appears to have been provided as planned.

- UNDP, DFID and the World Bank (CWIQ and poverty surveys, statistical technical support to LISGIS);
- UNFPA (equipment, study tour to Rwanda);

- USAID (education and governance statistics and support to the 2008 National Population and Housing Census - NPHC);
- DFID (poverty survey and support to the CWIQ);
- IMF (economic and financial statistics, training in national accounts);
- AfDB (development of a NSDS, organisation, NSS coordination, statistical law, national accounts)
- African Capacity Building Foundation or ECOWAS (Consumer Price Index).

180.   In addition, Liberia is benefiting from participation in the GDDS project supported by the IMF and the World Bank.

Table 6.4   Key support projects

Donors	Project name	Time span	Budget	Source
UNFPA/UNICEF	DHS	1999-2000	2,000	CRS
UNFPA	Survey of reproductive health and gender based violence	2003	82	CRS
UNICEF	Multiple Indicator Cluster Survey Activities	2004-2006		LRE
AfDB	SCB under International Comparison Program	2004-2007	239	LRE
WB	GDDS support project (Road map to the NSDS)			NSDS
IMF	Technical assistance	2003-2004	27	LRE
UNDP	National Information Management Centre (NIMAC)			NSDS
EU	Programme de développement statistique de la CEDEAO	2002-2007	*	EU Regional Paper
GOL,UNFPA, USAID, UNICEF,UNDP	LDHS	2006-2007	2,200	LISGIS
AfDB, UNMILE,UNFPA, USAID, JTF	National Population and Housing Census	2008	7,600	LISGIS
GOL, UNICEF UNDP	LiberiaInfo	2007	150	LISGIS
UNFPA/UNICEF	DHS	1999-2000	2,000	CRS
UNFPA	Survey of reproductive health and gender based violence	2003	82	CRS

Source: PARIS21, NSDS Country Sheets. Notes: * Amount refers to the regional project

6.7   Human resources

6.7.1 Staffing situation

181.   It has not proved possible to obtain recent information on staffing, but in 2006 the Institute had 86 staff, only 19 of whom held a Bachelors or Masters degree. Many of the qualified staff are beyond reasonable retirement age. The skills of these mature

staff will be needed but there is an urgent need to plan for succession with more young graduates. Salary structures in LISGIS and in the Government are extremely low, even by West African standards.

182.   The opportunities for training are also limited by the facilities available at the University in Monrovia, which were seriously damaged during the war.

6.8   Statistical governance

6.8.1   Legal and organisational framework

183.   LISGIS was established as an executive branch of the Government in July 2004 by 'An Act to further amend the new executive law, title 12, of the Liberian Code of Laws Revised, as amended by the adding thereto a new Chapter 50A.' The National Statistics Act and Geo-Information Act of 2004 (hereafter called the Act) created LISGIS as a semi-autonomous agency with a board of directors, but its creation was not followed with reform to the institution of LISGIS or the active involvement of the board.

184.   The current Act provides LISGIS with its mandate as 'The prime authoritative agency of Government responsible for collecting, managing, coordinating, supervising, evaluating, analyzing, disseminating and setting the quality standards for statistical and associated geo-information for overall national socio-economic reconstruction and development[20].'

185.   The board currently comprises 21 members by law.

6.8.2   National strategy for the development of statistics

186.   The GDDS sponsored a Road Map for Statistical Development in 2006, part of which was an application to the Trust Fund for Statistical Capacity Building. However there was at the same time a simultaneous application to the African Development Bank for a similar exercise. The Trust Fund application did not go ahead and the African Development Bank is currently supporting Liberia in designing an NSDS.

187.   We learned that a recent GDDS mission was also charged with developing an NSDS, but this was subsequently dropped when the consultant selected learned of the ongoing work led by AfDB. This perhaps illustrates the difficulties of determining support priorities in locations remote from the country. While countries are generally asked to coordinate, it is not unknown for country representatives to bid to two or more donors for support for the same work, fearful of getting no support. We also learned of a similar duplication involving the AfDB and the World Bank in a neighbouring West Africa country.

188.   The donors, led by UNDP (NIMAC Support Unit), have supported LISGIS in following the road map and have offered technical support and physical resources.

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[20] Section 50A.6 (1) An Act to further amend the new Law, Title 12, of the Liberian Code of Laws revised, as amended by the adding thereto a new Chapter 50A. July 22, 2004

6.9   Governance in Liberia

189.   This section summarises subjective governance indicators from different institutions: Freedom House, Transparency International, Polity IV, and the World Bank. Unsurprisingly, given the horrendous history of civil war in Liberia, it has scored extremely poorly on most governance indicators for the past 15 years. Since the resignation of Charles Taylor in 2003, these indicators have improved slightly, but remain relatively poor.

190.   Freedom House scores nations on political rights (reflecting free and fair elections, freedom of political organisation, significant opposition, freedom from domination by powerful groups, and autonomy or political inclusion of minority groups); civil liberties (reflecting freedom of expression or belief, freedom of association and organisational rights, rule of law and human rights, and personal autonomy and economic rights); and press freedom (which reflects media objectivity and freedom of expression). Ratings are determined by in-house expert opinion. The Freedom House 2008 survey of world freedom scores Liberia 3 out of 7 on political rights and 4 out of 7 on civil liberties (with 1 most free and 7 least free), denoting Liberia as 'Partly Free'[21]. These scores represent major improvements from the previous 15 years, when Liberia's indicators for both political rights and civil liberties largely oscillated between 7 and 5, during periods of intense conflict. Freedom House has scored Liberia's press as 'Not Free' from 1990 to 2007. The 2007 Freedom of the Press report notes a palpable improvement in press freedoms under the new government of Ellen Johnson-Sirleaf; but tight libel laws are still in place, the Government lacks transparency, constitutional provisions on freedom of expression and access to information are vague, and journalists continue to be harassed[22].

191.   Transparency International, a non-governmental organisation (NGO), has commissioned a Corruption Perceptions Index that reflects perceptions of corruption by business people and country analysts, scoring countries 0–10 (highly corrupt to highly clean). Liberia ranks 150 out of 179 countries, scoring 2.1 in 2007[23].

192.   The University of Maryland's Polity IV dataset scores countries on democracy, autocracy, and polity. Democracy represents the general openness of political institutions, where 0 is low and 10 is high. Autocracy is the general 'closedness' of political institutions, where 0 is low and 10 is high. Polity is constructed by subtracting the autocracy score from the democracy. Liberia in 2006 (the last year for which data are available) scored 6 for polity, 7 for democracy, and 1 for autocracy[24]. These indicators had not changed since 2005.

193.   The World Bank Governance Indicators, which aggregate several indicators to produce scores on different elements of governance, suggest that Liberia's governance environment has been exceptionally poor since 1996, although has improved marginally in the last three years as the worst of the civil war ended. The indicators rank countries on six indicators between 1996 and 2006: i) voice and

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[21] Downloaded from http://www.freedomhouse.org/template.cfm?page=395, April 2008.

[22] http://www.freedomhouse.org/template.cfm?page=251&country=7215&year=2007, accessed May 2008.

[23] http://www.transparency.org/policy_research/surveys_indices/cpi/2007, accessed April 2008.

[24] Available at http://www.systemicpeace.org/polity/polity06.htm#asia, accessed April 2008.

accountability; ii) political stability and lack of violence/terrorism; iii) government effectiveness; iv) regulatory quality; v) rule of law; and vi) control of corruption.

194. Liberia is in the bottom 30% of countries on all indicators, and the bottom 15%–5% on all except voice and accountability and control of corruption.[25] All indicators were in the lowest 1–5 percentiles between 1996 and 2003, but improved subsequently after the worst of the civil war ended. Liberia's regulatory quality remains amongst the worst in the world.

6.10 Fragile state analysis

195. Liberia's interim Poverty Reduction Strategy document emphasises the challenges posed to reconstructing a country after a long period of war where there is no statistical data. There was very little support from bilateral partners in the immediate post-war period, and most of the support has been provided by the multilateral agencies led by the UN system.

196. The need for good data, especially basic information such as that provided by the population census, is essential for resource allocation and management in the post-war period. The UNDP proposal to transform the Humanitarian Information Centre (HIC) to the NIMAC was positive in that it provided computing and physical resources to start to train statistical staff in ICT and other technologies. However doubts remain about the effectiveness and sustainability of a parallel semi-statistical agency. The NIMAC staff had little experience of developing official statistics, although this was learned. The major problem was that substantial resources were expended which did not directly support the reconstruction of LISGIS, although there seemed to be very positive indirect effects.

197. Even at an early stage in the recovery of a statistical programme, alignment and ownership of the process is very important. Every resource given by partners has a large impact in a post-war situation and duplication of effort should be avoided. The problems of making resource allocation decisions outside the country context seem to have been problematic in Liberia in relation to developing a strategic statistical plan. Alignment in the country between those donor representatives based there seems good, perhaps due to the small number of partners involved.

198. There are some doubts about the order in which support was given. The first studies were the MICS and DHS, and whilst the health needs in the country were huge, and UNFPA is to be applauded for its early support to statistics, there is no clear indication that this was the highest priority for the country. Although the DHS was strongly supported by LISGIS, any support was to be welcomed at that stage.

199. Some other studies, notably a nutrition survey conducted by the World Food Programme, were also conducted immediately post war. This was not considered as an official survey but, with better collaboration with LISGIS, it may have provided a source of poverty data. There appears to be scope for much better collaboration between agencies, and clearer determination of priorities in close collaboration with the statistical agency and planning ministry.

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[25] Downloaded from http://info.worldbank.org/governance/wgi2007/sc_chart.asp#, April 2008.

6.11 Application of Paris Declaration principles in the statistics area

6.11.1 Ownership

200.   The ownership in this fragile state is limited: the road map and the priorities for support have all been largely donor-led, as might be expected with a new government. The NSDS is now underway and it is hoped that it will develop into a fully owned strategy around which donors can align.

201.   Despite this there has been a degree of consensus built around the priorities for statistical support, among which the 2008 Population Census is the most important and significant.

202.   One development which was not well appreciated was the transformation of the Humanitarian Information Centre[26] into the National Information Management Centre. While this has provided invaluable support, the director of LISGIS felt that the funds could have been better used to support the development of LISGIS. As it is there are two centres, one well resourced and funded and the other poorly resourced. The NIMAC staff are well paid, and it may be difficult to absorb the staff when the NIMAC project closes.

6.11.2 Alignment

203.   Despite the lack of a plan and country ownership, there has been reasonable alignment of support at the country level between the limited number of cooperating partners involved. There has been duplication of effort, particularly in respect of statistical strategies where decisions have been made outside the country and without the involvement of local partners.

6.11.3 Harmonisation

204.   No information

6.11.4 Managing for results

205.   A demand for data in the iPRSP exists, but it is too early to say how the information will be used.

6.11.5 Mutual accountability

206.   No information

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[26] Liberia and Sierra Leone both established HIC offices during the war to provide information for humanitarian operations.

7   Bangladesh

207.   According to the World Bank SCBI, the global statistical performance of Bangladesh has been relatively static since 2004. Bangladesh's statistical reforms took place before 2004, in the period from 1999 to 2002, and predate the indicator series.

Table 7.1   World Bank Statistical Capacity Building Indicators

	2004	2005	2006	2007	2007 all IDA countries	2007 South Asia	2007/ 2004
Overall	73	77	82	80	66	72	1.10
Statistical Practice	50	60	70	70	59	79	1.40
Data Collection	80	80	80	80	60	73	1.00
Indicator Availability	90	90	97	90	79	68	1.00

208.   Bangladesh's statistical capacity building indicators compare well with those for IDA countries as a whole and with south Asian countries. Data collection and indicator availability are high and stable, with a spike in indicator availability in 2006. All indicators were available in the optimum or next-to-optimum timeliness and periodicity. Statistical practice has improved dramatically in recent years leading to a rise in the overall score.

209.   The picture of satisfactory or even rather good performance in an unmodernised and unreformed system is typical of Bangladesh as a whole. In the case of statistics one partial explanation might be that the Bangladesh Bureau of Statistics (BBS) is expert at making the best use of rather poor basic data sources.

7.2   Statistical reforms and background

210.   There is no indication that the Bangladesh Bureau of Statistics is undertaking significant institutional reforms at the moment.

7.3   Statistical activities

211.   According to the World Bank Indicators database the following household surveys have been run since 1995:

2007 - Demographic and Health Survey

2006 - Multiple Indicator Cluster Survey 3

2005 - Household Income and Expenditure Survey

2005 - Labour Force Survey

2004 - Demographic and Health Survey

2004 - Poverty Monitoring Survey

2002 - Labour Force Survey

2002 - World Health Survey

2001 - Measure DHS+, Special

2001 - People Security Survey

2000 - Child Nutrition Survey

2000 - Household Income and Expenditure Survey

2000 - Multiple Indicator Cluster Survey

1999 - Demographic and Health Survey

1999 - Labour Force Survey

1999 - Poverty Monitoring Survey

1996 - Demographic and Health Survey

1996 - Survey on Child Labour

1995 - Household Expenditure Survey

1995 - Labour Force Survey

1995 - Multiple Indicator Cluster Survey

212. Several other surveys are reported to have been undertaken according to the BBS website. These are:

- the Agriculture Sample Survey 2005
- the Sample Vital Registration Survey 2006

7.4 PRSP monitoring

213. The body with formal responsibility for monitoring the PRSP is the National Poverty Focal Point (NPFP) in the General Economics Division of the Ministry of Planning. The PRSP was produced in 2005 and contains 19 pages of input, output, and outcome indicators for the 19 different strategic goals, but no numerical targets. Some of the indicators are clearly not measurable with the current statistical system.

214. We could not find any progress report on the PRSP.

Table 7.2   Major Activities Schedule/Calendar of BBS During 2006–2007

Wing/Project	Activity
1. Computer Wing	1) Processing of data for National Volume of Population and Housing Census 2001.
	2) Processing of data of Sample Population Census/2004.
	3) Processing of data of foreign Trade Statistics (Import & Export) 2003–2005.
	4) Final Tabulation of Census of Manufacturing Industries (CMI) 2001–02.
	5) Optical Data Archive & Networking Project for Modernisation of Data Preservation System for BBS.
	Cartography Section
	1) Strengthening the capacity of BBS in data collection
	2) Analysis and multi dimensional uses of spatial data
	3) Preparation of Digitised National GIS Enumeration Area Mapping for Mapping for 18 districts
	4) Ground truthing for 64 districts
	5) Preparation of thematic maps
	6) Assessment of quality and coverage of sample vital registration data
	7) Updating small area atlas
	8) Training for BBS officials on new areas of gender, environment, health and others
2. National Accounting Wing	1) Gross Domestic Product and other related macro aggregates
	2) Price Statistics and related deflators
	3) Wage Rate Statistics
	4) Quantum Index of Industrial Production (QIP)
	5) Quarterly National Accounts
	6) Foreign Trade Statistics
	7) International Comparison
	8) General Data Dissemination System of IMF.
	9) Publications.
	• Estimates of GDP & other National Accounts
3. Industry and Labour Wing	1) The latest CMI report of 1999–2000 published in June, 2004
	2) Data collection for the CMI 2003–2004 and 2005–2006 will conduct within a short time simultaneously
	3) The AEIS report 2002–2003 is to be published very soon.
	4) Labour Force Survey (LFS)
	5) Measuring Decent Work Indicators, Pilot Test.
	6) International Standard Industrial Classification (ISIC Revision -3)
4. Demography & Health Wing	Conducting of IQUAG survey provided to the following target population:
	1) Children under two years
	2) Pregnant women
	3) Lactating mothers
	4) Adolescent girls (13 to 19 years)
	5) Newly married couples (up to two years)
	6) The final survey report will be released very soon.

Source: Poverty Monitoring Master Plan

7.5   Use of results

215.   Due to a lack of information available within the timeframe, we were unable to form a view of the extent to which data is used for policy formulation and monitoring, since use of results in policymaking is not particularly straightforward to identify. However several reports referred to the weak state of governance in Bangladesh.

7.6   Financial resources

216.   Government resources for the Bureau were not available to us. However the 2006–2007 recurrent budget for the Planning Division as a whole amounted to 84 crore of taka or between USD 12 and USD 13 million. (the source is the Ministry of Finance website:
http://www.mof.gov.bd/mof2/budget/07_08/budget_in_Brief/brief_st3_e.pdf).

217.   The only surveys financed from the BBS budget are the census of manufacturing industries and the agricultural census. All other surveys undertaken currently by the BBS (such as the household income and expenditure survey, and the labour force survey) are financed from donor funds.

218.   The ROSC report also notes a general shortage of computers and reliance upon paper methods.

7.7   Reported support to statistics in Bangladesh

219.   The table below shows the support recorded in the PARIS21 LRE. A conversation with an outgoing DFID statistician working on private sector development indicated that UNFPA was providing more assistance for measurement of policy on women and child health. Bangladesh has received $8.3 million from 3 donors

Table 7.3   Donor support to statistics development, Bangladesh (in 000 USD)

Donors	Project name	Time span In USD	Budget	Source
WB TFSCB	(in pipeline)			CRS
Asian Development Bank	TA: 38481-01 Improving National Accounts, Price, and Wage Statistics	(proposed)		
Netherlands	National Nutrition Surveillance Data Collection And Analysing	2002-2006	6,948	CRS
Japan	Statistical Capacity Building	2003 -2006	858	CRS
UNFPA	Population Census	2001-2002	450	CRS
UNFPA	Reproductive Health Care	2001	39	CRS

Source: PARIS21, NSDS Country Sheets

7.8 Human resources

7.8.1 Staffing situation

220.   The Bangladesh Bureau of Statistics has a decentralised network for the implementation of its activities with its head office in Dhaka. At present, there are 23 regional statistical offices and 489 Upazilla/Thana offices. The organogram reports a total staff strength of 3,794 staff.

221.   Although a detailed breakdown of the qualifications of all staff is not available, the ROSC report suggests that, for the national accounts wing at least, staff are adequately trained and there is no reason why the same should not be true for the other wings.

7.9 Statistical governance

7.9.1 Legal and organisational framework

The Bangladesh Bureau of Statistics (BBS) is the national statistical office of the Government of Bangladesh and operates under the guidance of the Ministry of Planning (MOP). The responsibility of the BBS to compile and disseminate national accounts statistics derives from the government 'Allocation of business among different ministries and division' (Schedule 1 of the Rules of Business) from 1996. These rules of business cover only limited aspects of the statistical activities, mainly the data collection activities relating to special surveys and censuses (such as the population census, the agricultural census, the manufacturing census, and the household income and expenditure survey). No statistical legislation clearly defines the activities of the BBS as the national agency responsible for compiling and disseminating national accounts statistics or provides a clear mandate, operational autonomy, or resources. However, the official statute of the BBS as the agency compiling national accounts statistics is recognized.

Data sharing and coordination are based on goodwill among the data producers. Even within the BBS, there are no set arrangements for data exchange among the statistical wings. For example data from other statistical wings are made available to the National Accounting Wing with long delays.

Source ROSC 2006

7.9.2 National strategy for the development of statistics

222.   Bangladesh does not currently have a statistical master plan or National Strategy for the Development of Statistics. However the Bureau has participated in seminars on NSDS development.

The absence of legal mandate that establishes the authority of an agency to coordinate statistical services has contributed to weak coordination between the data producing agencies in Bangladesh. There are no regular meetings between the data producing agencies, and issues such as response burden or duplication of efforts have not been addressed. The role of the National Statistics Council, the highest policymaking body in the field of statistics on a national level, appears

to be limited to approving national censuses and surveys, or discussing methodological issues. The recently created Task Force on Monitoring of Economic Data, chaired by the Joint Secretary of the Budget, has also a limited role in discussing the consistency of the national accounts with other macroeconomic data. The authorities have plans to create an Advisory Committee on national accounts, aimed at coordinating the efforts of agencies in improving the quality of the national accounts. The Committee will be chaired by the Minister of Finance, with representatives from data producing agencies, academia, researchers, and other users of national accounts data.

The BBS treats individual data as strictly confidential even in the absence of a legal provision mandating confidentiality. Statistical Acts cover specific data collection, relating to the census of manufacturing industries, the population census, and the agricultural census. The BBS informs the respondents of its obligations to preserve confidentiality when distributing the statistical questionnaires. The questionnaires assure the respondents that the information they provide will be used only for statistical purposes and will not be published in any form that discloses the identity of the unit. No written regulations prevent disclosure of individual reporters' data. However, access to individual data is restricted only to compilers and supervisors. All computers are password protected.

The BBS staff reviews the data before dissemination to make sure there is no indirect disclosure of individual data.

Source: ROSC 2006

7.10 Country governance

223. This section summarises subjective governance indicators from different institutions: Freedom House, Transparency International, Polity IV, and the World Bank. Bangladesh has fairly low and slightly declining governance indicators. Media repression and corruption seem particularly significant problems.

7.10.1 Bangladesh Governance Indicators

224. Freedom House scores nations on political rights (reflecting free and fair elections, freedom of political organisation, significant opposition, freedom from domination by powerful groups, and autonomy or political inclusion of minority groups); civil liberties (reflecting freedom of expression or belief, freedom of association and organisational rights, rule of law and human rights, and personal autonomy and economic rights); and press freedom (which reflects media objectivity and freedom of expression). Ratings are determined by in-house expert opinion. The Freedom House 2008 survey of world freedom scores Bangladesh 5 out of 7 on political rights and 4 out of 7 on civil liberties (with 1 most free and 7 least free), denoting Bangladesh as 'Partly Free'[27]. The political rights score represents a deterioration in 2006, and this reflects a continuing slowly-declining trend on political rights since the early 1990s. Civil liberties have remained stable since 1992. From 2002 to 2007, Freedom House's measure of press freedom scored Bangladesh's media as 'Not Free'. Before 2001, this rating was 'Partially Free'. The 2007 Freedom

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[27] Downloaded from http://www.freedomhouse.org/template.cfm?page=395, April 2008.

of the Press report noted that despite increasing numbers of private media outlets, there continues to be a 'high level of violence against journalists and impunity for those who attack them'[28]. Journalists are allegedly routinely attacked, prevented from accessing certain material, and subject to censorship. In addition, they are often charged with contempt of court and defamation, or arrested under the 1974 Special Powers Act which allows holding for 90 days without trial. The state owns several media outlets and coverage can be extremely partisan.

225.   Transparency International, a non-governmental organisation (NGO), has commissioned a Corruption Perceptions Index that reflects perceptions of corruption by business people and country analysts, scoring countries 0–10 (highly corrupt to highly clean). Bangladesh ranks 162 out of 179 countries, scoring 2.0 in 2007[29].

226.   The University of Maryland's Polity IV dataset scores countries on democracy, autocracy, and polity. Democracy represents the general openness of political institutions, where 0 is low and 10 is high. Autocracy is the general 'closedness' of political institutions, where 0 is low and 10 is high. Polity is constructed by subtracting the autocracy score from the democracy. Bangladesh in 2006 (the last year for which data are available) scored 6 for polity, 6 for democracy, and 0 for autocracy[30]. These indicators had not changed since 2005.

227.   The World Bank Governance Indicators, which aggregate several indicators to produce scores on different elements of governance, suggest that Bangladesh's governance environment has been declining in the last 10 years, and indicate the generally low level of governance in Bangladesh. The indicators rank countries on six indicators between 1996 and 2006: i) voice and accountability; ii) political stability and lack of violence/terrorism; iii) government effectiveness; iv) regulatory quality; v) rule of law; and vi) control of corruption.

228.   Bangladesh is in the bottom 30% of countries on all indicators.[31] Most indicators were better than today in 1996, but control of corruption has declined particularly rapidly, from 35% in 1996 to 5% in 2006. This is Bangladesh's worst indicator. The other indicators are around the 20% mark, with the exception of voice and accountability, which is relatively better at 30%, and political stability, which is lower at 10%. The rule of law is the only indicator that has not significantly declined over the period, and has been approximately stable at 20%.

7.11 Application of Paris Declaration principles in the statistics area

229.   Bangladesh is a signatory of the Paris Declaration on Aid Effectiveness, but its scoring in the 2006 Paris Declaration monitoring was only moderate. Improving country systems was clearly felt as a challenge. On a more positive note the creation of the PRSP in 2005 was a step towards alignment, and the creation of the joint

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[28] http://www.freedomhouse.org/template.cfm?page=251&country=7215&year=2007, accessed May 2008.

[29] http://www.transparency.org/policy_research/surveys_indices/cpi/2007, accessed April 2008.

[30] Available at http://www.systemicpeace.org/polity/polity06.htm#asia, accessed April 2008.

[31] Downloaded from http://info.worldbank.org/governance/wgi2007/sc_chart.asp#, April 2008.

donor outcome matrix and Bangladesh harmonisation action plan were clearly positive steps.

7.11.1 Ownership

230.   Ownership of the statistical assistance programme by the Government of Bangladesh appears limited, probably because the programme itself is relatively small.

7.11.2 Alignment

231.   The donors and Government are aligned to the joint donor outcome matrix.

7.11.3 Harmonisation

232.   Individual statistical partners fund individual statistics projects.

7.11.4 Managing for results

233.   There is no indication that the BBS produces an annual report or has hard targets for its activities.

7.11.5 Mutual accountability

234.   There does not appear to be any guaranteed regular donor funding for the BBS.

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