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GHANA STATISTICS DEVELOPMENT PROJECT

MULTI DONOR TRUST FUND (MDTF) GRANT NUMBER TF 097577

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Background

The Ghana Statistics Development Project is designed to establish institutional mechanisms essential for enhancing the performance of the National Statistical System (NSS). It focuses on addressing key challenges set out in the GSS Corporate Plan and the Ghana Statistical Development Plan (GSDP), with funds from the Department for International Development (DFID) of the UK Government and the European Union, and managed by the World Bank.

Project Development Objective

The Ghana Statistics Development Project has as its main objective, to prepare the GSS for institutional reform and to ensure timely and extensive analysis and dissemination of census data. It has five main components namely (a) Legal and Institutional Reform, (b) GSS Capacity Building, (c) Improving the quality and dissemination of statistical products, (d) Supporting the 2010 Census Post Enumeration Activities, and (e) Project Management.

Progress of implementation

Component one: Legal and Institutional Reform

In 2011 the GSS developed a strategy to reform the Service. This was part of an agenda to make the Service respond to the increasing need for relevant statistics at the national, regional, district and community levels to support the decentralized system of administration. The strategy highlights the rationale and objectives for the reform and outlines the programme activities and outcomes expected from the reform. In 2011, work was started on drafting of a comprehensive law to cover the NSS, the development of a new organogram for GSS and a strategy for integrating GSS staff into the MMDAs. In 2012 these were to be continued in addition to implementing: an Assessment, Systems Development and Training of Administrative staff on Management Information Systems (MIS); Installation of Accounting package and training of Accounting staff; Functional review of the National Statistical System (NSS) and assessment of staffing levels and mix; Sensitization of staff;; Consultation with external stakeholders and Integration of Statistics into the Metropolitan, Municipal nd District Assemblies, Training of staff with qualifications below Higher National Diploma; Conducting training for unassigned staff and the assignment of staff into the new organogram. Against this background, the Service was able to accomplish the following:

New Statistics Law

In 2012, further work was done on the Draft New Statistics Law prepared in 2011. On 1st March 2012 a stakeholders' consultative meeting was held at Ho to review the Draft Statistics Law and solicit views and experiences to further improve the Draft Statistics Law. A number of recommendations were made, key among them was the change in name from Advisory Council which the Law sought to establish to Technical Advisory Committee. The need for a Statistics Fund was also explained and discussed. Other activities done on the New Law included**:** Authority to obtain information and access to records (First Schedule); Officers to

take Oath (Second Schedule); Enactments to be read as one with the Act); and Consequential Amendments (Forth Schedule). All these were incorporated into the bill by the consultant and then finalized with a title: A Bill Entitled "The Statistics Act, 2012". In May 2012, a Cabinet Memo to inform Cabinet of GSS's intention to review the Statistical Service Law was prepared to accompany the Statistics Bill. These were sent to the Minister of Finance and Economic Planning for onward submission to the Cabinet for consideration. A copy of the Bill was also sent to the Attorney General.

Placement of Staff in the New Organogram

In furtherance of the reform agenda, a new organisational structure for GSS was developed in 2011. In 2012, draft job specifications were developed for all grades in the Service based on a set of criteria adapted from various sources. On 15 May 2012, the Public Services Commission (PSC) invited the GSS to a meeting to discuss the GSS reforms. The GSS had earlier on submitted the GSS new organogram and other relevant documents on the GSS reform to the (PSC) for study and possible approval of the reform to enable the GSS continue with the reform process.

The GSS made a presentation on the reform. The presentation covered the following areas:

- Development of internal systems –Performance/Financial Management Systems;

- Formulation of National Statistical System (NSS) Legal Framework;

- Staff rationalisation (new organogram, restructuring, reposting);

- Training Programme for staff to build their technical capacity for enhanced performance;

- Review of GSS Products and Services; and

- Review of Terms and Conditions of Service.

The members of the Commission shared their views on the GSS institutional reform. The Chairman of the Commission requested the GSS to prepare and submit to the PSC the Scheme of Service, a detailed establishment schedule and job functions for each position within the new organogram.

The members of the Commission also suggested initial changes to the GSS organogram. Notable among them was the proposal for one additional Deputy Government Statistician (DGS) to the existing two Deputy Government Statisticians. The third DGS would be DGS General Services and be responsible for three directorates; ICT, Finance and Administration, and Human Resources. They also suggested the merging of the Programme Monitoring and Reporting and the Programme Evaluation and Support Sections as the Programme Monitoring and Evaluation Section. The GSS Board, however, approved two Deputy Government Statisticians. From 27-29 December 2012, a workshop was held between the Public Service

Commission and the GSS to thoroughly review the GSS's New Organogram and the Scheme of Service so the Commission could approve the documents for implementation. The review of the Scheme of Service could not be completed and another meeting has been scheduled for January 2013 to continue with the review.

The New Organogram made provision for 318 out of the over 500 current staff to carry out the mandate of the Service. This necessitated the need to place all staff into the available positions within the new organogram. Consequently, Directors assessed their staff and made recommendations for placement to Top Management. Staff who intend to hold supervisory positions were also asked to apply for the positions of their interest. Management considered these and other areas of interest and placed staff into the new organogram. The placement was discussed with Directors and Regional Statisticians after which a report was sent to the Board on 19 October 2012 for their consideration. The Board reviewed the recommendations of management at a workshop held at Akosombo from 21-23 December 2012. The Board asked Management to finalise the placement based on the changes they recommended, take steps to ensure GSS gets funds to implement the reform, follow-up with the Minister of Finance and Economic Planning on the approval by Parliament of the Statistics for Results Facility/IDA funded Statistics Development Project and inform staff that the placement would be implemented as soon as funds become available.

Integration of statistics into MMDAs

As part of GSS staff rationalization, some staff of GSS will be integrated into the Metropolitan, Municipal and District Assemblies (MMDAs). A joint committee comprising staff of GSS and the Ministry of Local Government and Rural Development was formed to work towards the integration of GSS officers/statistics into the MMDAs. As part of the integration exercise, Stakeholder consultation workshops were held from 22 February - 2 March 2012, in four zones (Ho, Cape Coast, Kumasi, and Tamale) with the heads of relevant departments, to solicit views from them. The information solicited from the stakeholder consultation meetings were fed into the final document.

In April 2012 the integration document was ready and a Cabinet Memo was prepared and submitted to the Minister of Finance and Economic Planning, who in turn sent it to the Cabinet for consideration. On May 24, 2012, the Cabinet gave approval for the Integration of Statistics into the work of the MMDAs.

Following the Cabinet's approval to proceed with the integration programme, members of the Working Group were invited to a meeting at the Ministry of Local Government and Rural Development's Conference room on Thursday, 13 September 2012 to prepare a work plan of activities to be carried out as part of the implementation process. This was followed up with a workshop to develop implementation documents from 12- 14 October 2012. Some of the documents developed included Operational Manual and Scheme of Service for the integration of staff into the MMDAs. The Local Government Service Secretariat has been requested to assist in finalizing the Scheme of Service.

Training of Accounting and Auditing staff

As part of the Financial Management reforms of GSS, capacity building for GSS Accounting and Auditing staff was considered. Two training sessions were organized for the Accounting and Auditing staff. The first was conducted from 1- 4 March 2012 at Windy Lodge Hotel, Winneba for 26 participants including facilitators and support staff. The training followed training needs assessment done by the External Auditors Andah and Andah. Participants were trained in: Managing Internal Audit, Audit methdology, Risk Management and preparation of Strategic & Annual Plan with Risk Assessment. The second training was conducted from 28 November - 2 December 2012, at the same venue. The objective was to ensure that the Government of Ghana's new financial management process known as the Ghana Integrated Financial Management Information System (GIFMIS) is implemented on schedule in GSS. In all 24 accounting and auditing staff benefited from the training. Facilitators for the training were officials from the Controller and Accountant Generals Department.

Training of Staff below HND

In February 2012 the background note for the training for all staff with qualifications below Higher National Diploma (HND) was prepared and circulated to Directors for their comments. The list of GSS staff with qualifications below HND was also compiled and the training was tentatively slated for the third week in April i.e. 15th – 21st April 2012. Meanwhile, Directors were identified to start preparing the training materials. In March 2012 the timetable for the training was finalised whist Training materials (PowerPoint presentations) prepared by resource persons for the training were reviewed in readiness for the training.

Finally the training of staff with qualifications below Higher National Diploma (HND) took place from 16th -20th April 2012. In all 75 trainees attended the programme. The objective was to equip them with skills to enable them to perform their roles and responsibilities more effectively and efficiently. Areas covered during the training included presentations on the National Statistical System, sources of data, importance of maps in data collection, report writing, basic computing, use of internet and time management.

Communication and staff sensitization

Effort was made to improve communication between Management/Board and staff. This took the form of staff durbars and sensitization. The objective was to educate staff on implementation of programmes and new and emerging developments within the Service. These included the restructuring programme including the major reform activities particularly the staff placement, integration of staff into the Metropolitan, Municipal and District Assemblies and the services that were being rendered by the Human Resource and Change Management Consultants. Presentations were also made on preparation of the census reports and the GLSS6/LFS implementation. Staff were given the opportunity to ask questions on any area of interest or concern to them and Management/Board addressed them in an open and

friendly atmosphere. The interaction with staff was to ensure staff buy-in of all programmes of the Service and to enable them contribute to their effective implementation.

Component one unaccomplished activities

The under-listed 2012 programmed activities could not be undertaken or completed: an Assessment, Systems Development and Training of Administrative staff on Management Information Systems (MIS); Functional review of the National Statistical System (NSS) and assessment of staffing levels and mix; training for unassigned staff and Integration of Statistics into the Metropolitan, Municipal and District Assemblies. Two reasons account for GSS' inability to undertake the Assessment, Systems Development and Training of Administrative staff on Management Information Systems (MIS). First, it was decided to complete the LAN/WAN and installation of Microsoft technologies before implementation of this activity. The Ghana Statistical Service is collaborating with the Ministry of Finance and Economic Planning (MoFEP) which has signed an Enterprise Agreement (EA) with Microsoft to implement a robust, secure, and scalable Microsoft Networking infrastructure. The completion of this would ensure efficient training in MIS. Secondly, the GIFMIS programme being implemented by the Government of Ghana has an MIS module so to ensure that there would be no duplication of efforts it was suspended until the GIFMIS becomes fully operational since there is uncertainty that any system adopted may not be completely compatible with the GIFMIS to ensure full integration. This may not be completed by end of the project life span. The functional review of the National Statistical System (NSS) and assessment of staffing levels and mix could not be undertaken because of the difficulty in getting consultants to take up the assignment. The training of the unassigned staff is tied to the completion of assignment of staff onto the new GSS organogram. This has not been completed so it is uncertain who would be affected to enable the training to be organised for them. This activity would not be implemented within the project life span. Funds would be sourced, outside of the MDTF, to implement this activity. The integration of statistics into the MMDAs has reached an advanced stage with the approval by Cabinet but it now has to be a collaborative effort of the Ministry of Local Government, the Local Government Service Secretariat and the GSS to advance the process for which a committee has been set up to see to its completion.

Component two: GSS Capacity Building

Under this component, GSS in 2012, planned to develop: a comprehensive training programme for the non-statistical and non-IT staff of the Service; upgrade the Geographic Information System (GIS) Unit; upgrade IT equipment in terms of setting up Local and Wide Area Network (LAN/WAN) and user hardware and software; develop an Enterprise Architecture; and, provide IT technical training to IT staff. Modest achievements were made in these areas as indicated below:

Geographic Information System (GIS)

To ensure efficient implementation of Geographic Information System (GIS), the GSS improved upon the capacity of the GIS unit. This involved the provision of equipment and software such as plotter, AO Scanner, laptops, printers and ArcGis and the training of staff in the GIS Unit. A two week (6th – 17th February, 2012) non-residential training was organized by the GIS unit for 21 staff members of the Cartography Unit at the GSS. Participants were first introduced to Microsoft Word, Excel, Internet and PowerPoint presentation and then to the GIS software Arc view 3.2.

Four GIS staff attended a specialized course in GIS at Geomedia International's Training Institute in South Africa from 18 June – 6 July 2012. The areas covered during the training were:

- Basic GIS principles

- Geomedia Professional 6.1 ArcGis 10

- Use of Global Positioning System (GPS) and Trimble; and

- Practical exercises.

In November, the contract for the procurement of the Geomedia software for the GIS Unit was signed with Geospace. GSS has made full payment for the software and is awaiting delivery.

Local Area /Wide Area Network (LAN/WAN)

Technical specifications for the set up of the Local and Wide Area Network (LAN and WAN) were prepared and bidding documents submitted to the World Bank for initial review. The World Bank requested for documentary proof that MOFEP would allow GSS to use its infrastructure. The request was made to the MoFEP.

In March 2012, The Ministry of Finance and Economic Planning (MoFEP) finally consented to the request to be part-users of their IT infrastructure and Enterprise Agreement signed with Microsoft Corporation for various Microsoft technologies. In a letter to the Ghana Statistical Service (GSS) dated 19 March 2012, MoFEP spelt out conditions for this cooperation. A copy of the consent letter was forwarded to the World Bank. Approval for work to start on the LAN was granted and the sequence of all IT related activities was submitted to the World Bank.

On 19 April 2012 a pre-bid meeting was held with potential bidders. Following from this expressions of interest were received in the last week of May 2012 and evaluation commenced on June 6, 2012.

Then in July 2012, the Entity Tender Committee (ETC) of the Ghana Statistical Service (GSS) looked at the evaluation report but had to send it to the Central Tender Review Board because

the amount involved was above the approval limit of the ETC. Finally in September it was approved. The contractor moved to site to start work on 19 October 2012 and as at 31 December 2012, the trunking was 100% complete while the laying of cables was about 60% complete.

Enterprise Architecture

By February 2012 it had been decided that an enterprise architecture upon which an efficient ICT infrastructure will be built would be designed. The Terms of reference for the consultant to develop the enterprise architecture was prepared. The expression of interest (EOI) was evaluated and approved by the ETC. Prospective bidders were requested to send their proposals and these were evaluated. The Technical Evaluation Report was submitted to the Entity Tender Committee (ETC). By May 2012, the contract for Enterprise Architecture had been signed and the contractor started working on his inception report. Information, including GSS mandate, stakeholders, and organogram were supplied the contractor as inputs for his inception report.

In June 2012 the contractor presented his inception report to GSS. As part of the preparations to commence work, the contractor met with the GSS on Thursday 14 June 2012 at GSS conference room. A presentation on how he was going to do the work, the scope and inputs required from staff of GSS was made.

In July he interviewed directors and a section of other staff at the head office. He conducted a workshop for ICT staff to collate data on equipment, software and state of IT infrastructure and services in the GSS. Key staffs in the regions were interviewed in August 2012. A draft report was submitted to the GSS for review.

On 24th October 2012, the Consultant completed the work and submitted his final draft report to GSS Management. He also presented the summary of key issues and recommendations to GSS. Among them are: (i) GSS must deploy modern technology solutions that will enable the effective means of data collection to improve speed and accuracy of surveys an census, (ii) GSS must consider re-hosting its website and email services on a more robust and secure environments such as Rackspace, Google or Microsoft, (iii) Need for data management strategy for data integration and data back up and policy, (iv) The Regional LAN was installed four year ago and some are not functional. Those functioning are connected to the interne with 512 kbps shared download speed which is considered to be very slow due to the size of the shared bandwidth. The specific recommendation is that the GSS speeds up the implementation of the WAN and improve the LAN to enable GSS to expedite the transformation process and deploy new solutions. The recommendation on improving the Regional LAN has already been taken up. The Enterprise Architecture Consultant has been requested to provide detailed information on specific things required to improve the LAN in the regions. This will be costed and discussed with the Bank for possible funding under the MDTF. Other recommendations which are key but could not be funded under the MDTF would be discussed for possible implementation under the SRF/IDA which is yet to become operational.

Under this component, the following activities could not be implemented in 2012: a comprehensive training programme for the non-statistical and non-IT staff of the Service due to lack of interest in the assignments by consultants and GSS' inability to provide IT technical training to IT staff because of the heavy workload on the IT staff in 2012. Preparations for the IT training has started and it will be completed by end of May 2013.

Component three: Improving the quality and dissemination of statistical products

There were three main activities planned for 2012under this component: (i) review of GSS publications and assessment of quality and scope of products and services, and (ii) development of comprehensive manuals on statistical standards and methods in ten thematic areas, and (iii) the conduct of User Satisfaction Survey. During the period, the review of GSS statistical products and the conduct of the User Satisfaction Survey were completed while the development of the Standardised Manuals was on-going. In addition to these programmed activities, training was organised for staff who work on price data collection to improve the data for the computation of the re-based Consumer Price Index (CPI).

Review of GSS Publications and assessment of Quality and Scope of Products and Services

By February 2012, the TOR prepared for the engagement of a consultant to lead the process of reviewing GSS publications and assessment of quality and scope of products and services was cleared by the World Bank. However, the orientation changed in favour of the peer review methodology of assessment of the statistical products of GSS. Officers from four National Statistical Offices (NSOs), Kenya, Tanzania, Nigeria, and Uganda were invited for the peer review.

In June 2012 four officers, one each from Tanzania, Uganda, Kenya and Nigeria National Statistics Offices were invited to participate in the peer review workshop conducted from 3rd - 10th June 2012. The workshop was non-residential and involved all GSS directors.

Before the peer review on Friday 1 June 2012, a presentation was made on the IMF Data Quality Assurance Framework (DQAF). The quality dimensions of the DQAF were related to those of the South African Statistical Quality Assessment Framework (SASQAF) and the United Nations Statistics Commission National Data Quality Assurance Framework (NQAF). After discussions on the three frameworks, the UN NQAF was approved for adoption.

A detailed presentation on the UN NQAF was prepared and presented on 4 June 2012 at the peer review workshop and was used as the criterion for the assessment of scope and quality of GSS statistical products. The peer reviewers also gave presentations on their recent reviews and why they were conducted, their experiences with respect to data production and dissemination, list of their publications, and their publications calendar. Discussions were held

on all the presentations and clarifications were sought from the invited peer reviewers on areas not so familiar to GSS.

The actual review sessions of the GSS statistical publications were moderated by the peer reviewers invited from the four NSOs. It basically took two forms; review of the GSS publications and questions and answer session guided by the UN NQAF. In the process the moderators (peer reviewers from the four NSOs) also shared their experiences. In addition to the peer reviewers taking their own notes, the proceedings of the workshop were recorded by three GSS staff to ensure that most of the discussions were captured. These drafts were given to the peer reviewers from the four NSOs to compare with their notes and to fill in the gaps for their report. On 8 June 2012, a presentation on their findings was made by the four peer reviewers to GSS. Just before they left for their respective countries the four peer reviewers presented their draft report to GSS for comments to enable them finalise it.

In July 2012 a team of four was set up to look at the recommendations of the peer reviewers and draw an action plan for implementation. The plan was finalized and distributed to Directors for study and implementation in 2013. Copies of the plan were also sent to the Guest Peer Reviewers who may be invited to assess progress of implementation after a period of time. Implementation of the action plan will be monitored through the appropriate PDMG liaison officers and reports at regular Directors meetings.

Development of Standardised Manuals on Concepts

The GSS decided to develop standardized manuals in 10 broad thematic areas namely:

1. Human Development, Poverty and Welfare;

2. Judicial, Accident and Crime;

3. Labour and Employment;

4. Gender, Women and Children;

5. Education and other Services;

6. Population and Vital Statistics;

7. Health, Water and Sanitation ;

8. Agriculture, Natural Resources, Environment and Human Settlement;

9. Fiscal, Monetary, Trade and Industry; and

10. Information and communication Technology (ICT).

The preparation of the manuals was initially planned to be managed by an international consultant with ten manual drafting committees established who would meet twice weekly over a period of time. Due to challenges in recruiting a consultant, GSS decided to move forward with the work. Internal reviews were undertaken and background research

completed. GSS then invited representatives from other MDAs and organisations to participate in the manual preparation in lieu of having a consultant in place. In November 2012 the GSS invited sixty three persons with varied background; thirty two (32) from the MDAs and Research institutions including the University of Ghana, and thirty one (31) from the GSS, to a seven day workshop at Windy Lodge in Winneba from 25th November, to 1st December, 2012 to develop the compendium. Participants worked in groups, made presentatons on their work, comments and suggestions from other participants were incorporated and the drafts of the 10 thematic areas have been put together as one document. The consultant has now been engaged and will review the work completed to date, do futher work on the draft and fill in gaps. He is expected to start work on 15th January 2013. It is expected that the manuals will be completed, printed and disseminated by the end of the project (June 2013).

User Satisfaction Survey (USS)

The GSS conducted a User Satisfaction Survey (USS) as a baseline survey to determine the level of user satisfaction with GSS' statistical products and services. The technical document, the questionnaire and manual were developed, reviewed and pretested in March 2012. Users included representatives from MDAs, academia, international organisations and the private sector.

Training for the main Survey was conducted from 11th -14th April 2012 while the field work took place from 16th -30th April 2012. By the first week of May 2012 all the completed questionnaires had been received from the field. Data capture, data verification and data cleaning were all completed by the end of May 2012. The required tables were generated and the analysis of the data and report writing were completed by end of June 2012. In July 2012, the report on the User Satisfaction Survey was reviewed by the officers concerned and it was circulated to stakeholders for comments before finalization.

By the end of September 2012 comments received from stakeholders had been incorporated into the report. The Acting Government Statistician then reviewed the report for the last time after which the report was finalized and formatted for publication. The report will be printed and disseminated in 2013.

CPI Training

As part of the process for the re-basing of the CPI and the review of the CPI basket, data collection for the new Consumer Price Index (CPI) basket of goods and services started in January 2012 in all market reading centres in the country. Monthly price data captured by the data entry officers at the regional level and sent to the Price Statistics Section showed some gaps, errors and inadequate entries that needed immediate correction.

On June 19, 2012 a technical review workshop on the new consumer price index was held to explain the processes that are followed in the production of the price indices. Some recommendations were made by stakeholders to assure quality of the price data. These

included the methodology for collecting prices of some items and proper documentation of all processes involved in the collection of the data at every selected market centre.

In view of these, a two-day training workshop for price collectors, supervisors, and Regional Statisticians were held from 26 - 27 July, 2012 in Sunyani. Among other things:

- Participants were taken through the revised guidelines for price data collection; and
- Problems associated with prices already collected were discussed and addressed.

Component four: Support to the 2010 PHC post enumeration activities

During the period under consideration, the GSS programmed to complete the Census data processing and release the final results, prepare the National and Regional Demographic Analysis Reports, the Post Enumeration Survey (PES), conduct training in census data analysis and data dissemination, and on the Integrated Management Information System (IMIS) for staff. All these reports were programmed to be printed and disseminated in 2012. The PES, training in census data analysis and IMIS were completed, the final draft of the National Demographic Analysis Report was completed and the Regional Demographic Analysis Reports were at various stages of completion. None of the reports were printed and disseminated. Training in data dissemination also did not take place. This report details out the progress made in each of the activities under this component during the period under consideration.

The Census data processing

Some of the components of the census data processing progressed steadily but there were challenges. For instance, the review of the occupation and industrial codes had been completed and as at 29 February 2012, the questionnaire preparation and grooming was 95.1% complete. However, just about half of the completed questionnaires had been scanned and verified (52.1% complete). Hence some additional measures were adopted to hasten the process namely:

- The number of data processing assistants were increased from 500 to 1200;

- The eight enterprise scanning equipment were supplemented with 46 Desktop stand-alone scanner;

- Increased supervision of census data processing assistants by supervisors, Directors and top management; and

- The operation of a 3- shift system for data processing staff.

These measures hastened the data processing activities and as a result the GSS was able to release the final sex-disaggregated, national, regional and district-level 2010 Population and

Housing Census results on 31st May 2012. The summary of the results were posted onto the Ghana Statistical Service website (www.statsghana.gov.gh).

Preparation of Census reports

In April 2012 an advertisement was placed for interested parties to apply for consideration as writers, editors and trainers for the 2010 Census reports. In June 2012 applications received were evaluated and evaluation reports were prepared. Successful candidates were contracted to assist GSS prepare the census reports. The consultants and writers from the MDAs were invited on 16th July 2012 for consultations on their contract, the scope of work and their professional fees. In August 2012 the budget for the Census report writing was reviewed in accordance with the new report writing format (workshop report writing) to ensure sufficient funds were available to implement the report preparation. The report writing involved a number of activities. First, a training workshop on census report writing was organised for Consultants and staff writers from 13th -18th August 2012 at Windy Lodge Hotel in Winneba. Three trainers facilitated the workshop during the period. The training covered such areas as report outline development, concepts and definitions, formatting, and referencing style. Each team developed and presented an outline of their chapter in the course of the workshop and other Consultants and staff writers had the opportunity to contribute to reshape the chapters presented. The outlines of the chapters were collected in both text and Power Point Presentation.

National Demographic Analysis

The actual conference report writing of the National Demographic Analysis Report was done in two phases. The first phase of the report writing took place at Marina Hotel in Dodowa from 27th August – 9th September 2012 while the second phase of the report writing took place at the Forest Hotel in Dodowa it spanned the period 17th -30th September 2012. The report preparation was organized in the form of workshop/conference report writing. The objective of the conference report writing was to prepare the National Demographic Analysis Report using data from the 2010 PHC and from other sources. This report writing format was adopted to hasten the preparation of the reports and to shorten the time lag between the completion of the 2010 PHC field data collection and the preparation and subsequent dissemination of the reports. Staff from the GSS and MMDAs were paired up with the consultant writers so they could learn from the consultants.

The Data Processing (DP) staff were made part of the conference writing preparation with responsibility of generating additional tables for the Consultants and MDA staff writers. This arrangement ensured easy availability of data and tables in the required format for the report writers. Just about a month into the preparation of the report, the draft chapters of the National Demographic Analysis Report were submitted to the Editors for review. By 31st December 2012, the final draft of the National Census analytical report had been prepared except the chapter on summary and policy recommendations.

Regional PHC Analysis Reports

The preparation of the regional reports was preceded by four-day training for the report writers at the Greenland Hotel, Swedru from 1st-4th October, 2012 to build their capacity in report preparation and to develop a standard format for the regional reports. The report writing then proceeded in a workshop setting at Forest Hotel, Dodowa. As at 28th November 2012, first draft of some chapters of the regional reports had been submitted to their respective Lead Consultants. Chapter 8 of the Regional Reports which covers Fertility, Mortality and Migration, however, posed some challenge in view of the special software needed for the computation and the fact that most of the writers were not conversant with those softwares. However, by 31st December, 2012 the challenge had been resolved and the writers had presented their draft reports to their respective Lead Consultants for review.

Post Enumeration Survey (PES)

As far as the Post Enumeration Survey (PES) is concerned, by February 2012, the editing and data capture of the completed questionnaires had been done. Matching and field reconciliation of census and PES data were then undertaken. Given challenges in recruiting a consultant to assist with the PES analysis and report, GSS staff prepared a draft PES report. The PES Consultant took up the consultancy on 15 October 2012. The PES documentation prepared by the Survey Organisation Division was given to the Consultant for review and advice. The Consultant found all the processes and procedures adopted by GSS for the conduct of the PES appropriate and commended the officers that prepared the report. The consultant submitted a draft report and in his recommendation he indicated that standard errors and confidence intervals should be computed by the PES team. Based on his recommendations the standard errors and the confidence intervals were developed and given to the consultant for review. The team then incorporated the standard errors and confidence intervals estimates into the main PES document and on 5 December 2012 forwarded it to the consultant for his final comments and approval which was given before the end of December 2012.

As part of his consultancy, the Consultant conducted training on the conduct of PES for 44 staff of GSS at Windy Lodge Hotel in Winneba between 31st October and 4th November 2012. The objective of the training workshop was to train GSS staff to acquire skills in the conduct of PES.

Data Analysis Training

During the period under review, the GSS conducted training in survey and census data analysis using SPSS for 50 GSS and MDA staff. On 30 April 2012 a request for proposal was sent to six potential training institutions to present proposals for consideration to facilitate the training. Four responded and in May 2012 their bidding documents were evaluated. The Entity Tender Committee (ETC) approved the evaluation panel's recommendation and awarded the contract to the Department of Population and Health of the University of Cape Coast. The training was conducted from 23 July - 3 August 2012 at the University of Cape Coast and had as its objectives to:

- Sharpen the skills of the trainees to produce relevant tables from census and other survey data;
- Strengthen trainees' understanding of basic concepts of data analysis (basic descriptive statistics and inferential statistics) and interpretation ;
- Equip the trainees with analytical tools to prepare analytical reports; and

- Equip trainees with skills to use SPSS for data analysis.

Training in Integrated Management Information System (IMIS)

The dissemination strategy of the 2010 Population and Housing Census emphasised the need to disseminate the census at the national, regional and district levels to inform decision making and policy formulation at all levels. The Integrated Management Information System Software (REDATAM) is to serve as one of the dissemination tools for dissemination at all levels of administration. In preparation for the dissemination of the 2010 Census products, a training workshop in IMIS was conducted for 40 GSS and MDA staff at Windy Lodge from 9th to 21st December 2012.

The objective of the workshop was to build capacity at the national level on the use of the REDATAM software for analyzing and disseminating census data. The training was also to serve as training of trainers (TOT) course for a proposed District Census Analysis Project to be implemented by GSS with support from DANIDA and CIDA.

During the training workshop, participants were taken through the 2010 PHC questionnaire to enable them to understand the indicators that could be generated from the census data. They were then taken through power point presentation of the Redatam + SP software and its four modules of Database creation, Data Processing, Xplan and Webserver. They were taken through the sub-modules, especially the "easy processes modules" within the statistical processor such as the Count, Arealist, and Crosstab commands, as well as the creation of derived variables and recoding. Other areas taught included the use of the "selection" command and calculation of indicators. By the end of the training, flyers and brochures had been prepared as outputs from the training.

Component five: Project Management

Under the Project Management component, the GSS was to ensure timely preparation and submission of quarterly reports. To improve communication and reporting and subsequent improvement in programme implementation, the GSS agreed with the World Bank to prepare and submit monthly rather than quarterly reports. The Programme Development and Management Group (PDMG) responsible for project coordination and reporting on behalf of GSS, had almost always been on schedule with the preparation of the monthly reports. The PDMG was constrained by the small number of staff in the Group and lack of exposure for staff. Three staff members moved from the Group and the high workload from the census and other Service activities was partially addressed with the posting of two staff into the division.

The PDMG requires capacity building in project management, monitoring & evaluation and report preparation.

Financial Management

The disbursement rate stood at 17.2 percent as at 31 January 2012 but by 31 December 2012 the disbursement rate stood at 60%. All monthly financial reports had been prepared on schedule. Figure 1 shows the monthly expenditure for 2012. While the months of January and April recorded virtually zero expenditure, the months of February, May and November 2012, recorded expenditures in excess of US $350,000.

Figure 1: Monthly Expenditure for 2012 ('000 US Dollars)
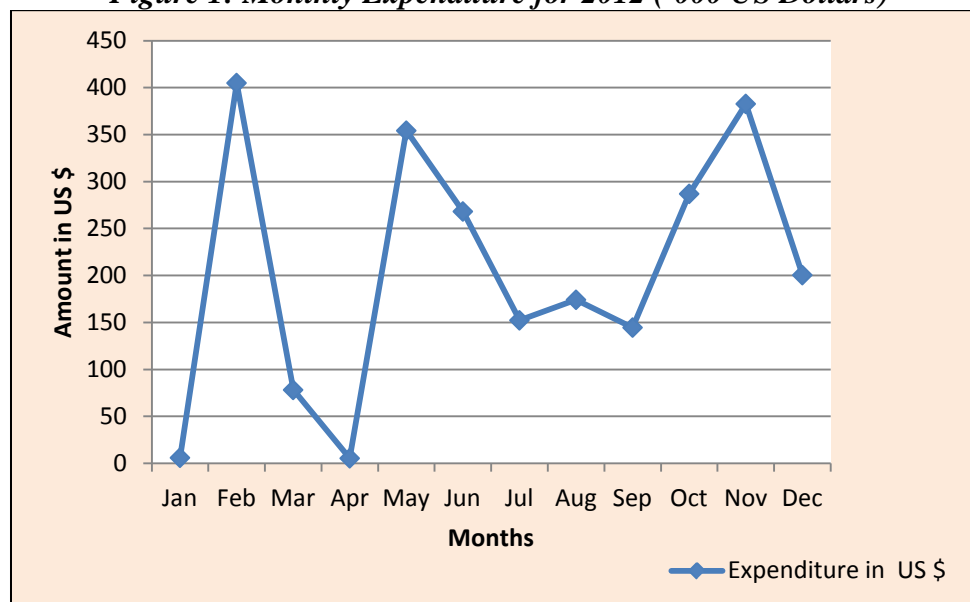
Source: Project Accounts

An audit of the 2011 MDTF accounts was conducted by Andah and Andah Auditing Firm. The challenge encountered was with withdrawal application preparation and submission via Client connection because of an over spend in the category of workshops/training. Withdrawal applications (WA) to the tune of $669,876.75 were outstanding by 31 December 2012.

Procurement

There was considerable progress in procurement activities during the period under review. The Service was able to engage a number of consultants including Procurement Advisor, Statistics Trainer, Strategic Planner, IT Applications Consultant, Enterprise Architectur Consultant, External Auditors, Legal and Industrial Relations Consultant, Human Resource and Change Management Consultants to assist GSS implement the programmed activities for which no expertise was available internally. All these consultants had been engaged with some completing their assignments by 31 December 2012. The Consultant engaged to develop the Enterprise Architecture, for instance, had submitted its draft report to the GSS and the GSS is awaiting the final report after providing comments on the draft report. The implementation of the LAN/WAN was on-going with 70% of the overall work completed by

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the Consultant. The Consultancy for the development of Statistical Compendium is expected to start work on 15th January 2013.

There were a number of consultancies which could not be awarded. These include engagement of trainers to train the unassigned staff which is contigent upon completion and implementtion of staff placement onto the new organogram. The placement is yet to be implemented. The consutancy for development of a comprehensive training proramme for non-statistics other than IT could not be awarded. Though evaluation of expressions of interest was done, some errors were detected in the documentation used for the evaluation so the process was curtailed. The process would be reviewed, awarded and completed by end of June 2013. In the case of the consultancy assignment for the development of a comprehensive training programme for IT, the ToR will be reviewed following the Enterprise Architecture Consultant's identification of some of the training needs. This consultantcy would be awarded and completed beore the end of the project. The consultancy for MIS training could not be completed because even though, technical and financial proposals were received current developments and discussions on the implementation of the GoG HR module of GIFMIS called for a review of the consultancy assignment. It is likely this activity will not be implemented before June 2013. The GSS was unable to engage a consultant to undertake functional review of the NSS and assess staffing levels and mix due to lack of interest by potential consultants. When finally expressions of interest were received, some inconsistencies were identified in the evaluation scores and needed to be reviewed. This will be done and submitted to the Entity Tender Committee for approval by the end of February 2013. The consultancy is expected to be completed by the end of the project.

For the procurement of goods while a number of them have been supplied (AO Scanner, A3 Colour Printer etc) a few of them such as the supply of PCs and CDs are yet to have their contracts signed due the failure of the suppliers to meet the required specifications. Approval to engage Geospace through a sole source arrangment to procure GIS softwares for the GIS Unit of the Service was obtained from the World Bank. Consequently, a contract has been awarded to Geospace to supply the softwares which will be due in February 2013.The printing of the 2010 PHC Summary Report of Results was done in 2012. The GSS has also procured two Laptops and two Printers for GIS; one Laptop for GSDP operations and two Laptops for Procurement Unit and various other office equipment. In view of the increased number of Consultants engaged in the months of October and November 2012, the Procurement Unit initiated moves to procure five printers for the Consultants under Project Management.

Like consultancies, some procurement of goods could also not be completed. The procurement of 1000 CDs could not be completed because it was unattractive to the supplier that eventually won the contract. The second bidder also declined the offer. The contract will be repackaged and re-awarded in February 2013. The supply and installation of accounting package was not awarded due to the introduction of GIFMIS which every public sector institution is obliged to adopt. In the meantime, the GSS will procure an Oracle software for use by the Accounts and Cartography Sections because the Oracle could be integrated into the

GIFMIS. The procurement is expected to be completed by June 2013. One major areas which very minimal progress was made is printing. In 2012, the GSS programed to print the User Satisfaction Survey (USS) and Post Enumeration Survey (PES) Reports as well as the Statistical compendium and the various census reports. Both the USS and the PES were completed, the printing could not be done. Printing of the two reports is expected to be completed by end of March 2013. In view of the difficulty in recruiting a consultant to develop the statistical compendium, MDA staff were constituted into teams to draft the compendium while awaiting the engagement of a consultant. It could, therefore, not be completed for printing.The preparation of the census reports could also not be completed fo printing befre the end of December 2012. All these printing activities would be completed before the end of the project. Work on the Census Atlas has progressed with the digitization of the outline of all the 170 Old districts. These would be populated with data and printed by the end of June 2013. Considerng the amount of work involved, it is unlikely that the Gazettier would benefit from the MDTF resources since it would not be completed and printed by 30th June 2013.

Appendix: Monitoring Results Frame Work

Program (GSDP)Development Objectives:	To sufficiently equip the Ghana National Statistical System in terms of human resources, essential tools and infrastructure to enhance the production and dissemination of reliable and timely statistics in a cost effective manner, in accordance with international standards and in response to user needs.		
MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012			
INDICATORS	**MILESTONES**		**PROGRESS**
	Target Values		
Program (GSDP) Performance Indicators	2011	2012	
Proportion of GSS staff with professional qualifications	44%	50%	2011 milestone: Data not available 2012 milestone: NOT MET 159/415 = 38.3%

Statistical Capacity Index quality score of GSS
        Overall
        Methodology
        Source data
        Periodicity & Timeliness
	61%	63%	2011 milestone: MET
			
			Ghana's SCI score for 2011 is 61%.
			
			2012 milestone: NOT MET
			
			Ghana's SCI score for 2012 is 59%. The drop is due mainly to lack of recent poverty data.

Level of user satisfaction with statistical products and services of the NSS (baseline survey in 2010; next survey in 2012)			User Satisfaction Survey conducted in 2012; Overall report shows stakeholders are satisfied with GSS statistical products and services. There is, however, more room for improvement e.g. the GSS website.
Proportion of publications (including press releases) publicly available according to release calendar by GSS (PPI, CPI, Quarterly Digest of Statistics, Ghana in Figures, Economic Survey, National Accounts, household surveys, prime building cost)	5 out of 9 publications	7 out of 9 publications	2011 milestone: MET PPI, CPI, National Accounts, Prime Building Cost, 2010 PHC Provisional Results 2012 milestone: MET PPI, CPI, National Accounts, Prime Building Cost, MICS-summary report, 2010 Census Summary Report, 2010 Census Final Report
Full and timely implementation of census and survey program by GSS (GLSS, PHC, Agricultural Census, MICS, DHS, CWIQ)		100% of those planned by 2012 (GLSS, MICS, PHC, Agricultural Census)	2011 milestone: NOT MET PHC, PES, MICS 2012 milestone: PARTIALLY MET PHC, MICS, USS were completed but GLSS6 begun in October 2012 and will run until October 2013.
Number of thematic areas where internationally accepted common concepts are adopted and used by MDAs and GSS		10	2012 milestone: NOT YET MET Draft manual of the Standardised concepts and definitions in 10 thematic areas developed to be finalized in 2013; Preparation for Agric Census is on-going.

MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012			
INDICATORS	**MILESTONE**		**PROGRESS**
	Target Values		
Project Development Objective – Intermediate Indicators	2011	2012	
Implementation of institutional reform road map on track	Statistics Law drafted	Performance Management System fully operational	2011 milestone: PARTIALLY MET A Draft Statistics Law entitled "The Statistics Act, 2012" has been prepared and sent to Cabinet for consideration and introduction to Parliament.
	Financial Management System in place Functional review completed Restructuring Strategy agreed Comprehensive training program developed		A new financial management system is not yet in place, GSS awaits the government's GIFMIS programme; milestone will not be met by project end; the functional review consultancy to be awarded by April and it is likely to be completed by end of project and the comprehensive training program not yet developed. The restructuring strategy has been agreed. Consultants to undertake the functional review and prepare the comprehensive training program will be in place early 2013. It is likely this milestone will be met by project end.
			2012 milestone: NOT MET Performance management system not yet in place due to delay in recruitment of HR consultants to advise. HR consultants now in place and performance management system scheduled to be in place by 31 May 2013.
Availability of provisional results of the census.	Provisional results released	Final Results released	2011 milestone: MET Provisional results were released in February 2011.
			2012 milestone: MET Final results of the 2010 PHC was released on 31st May 2012, posted on GSS website:www.statsghana.gov.gh

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MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012

INDICATORS	MILESTONES		PROGRESS
Component one - Legal and Institutional Framework			
	Target Values		
Project Development Objectives Intermediate indicators	2011	2012	
Implementation of institutional reform road map on track	Draft NSS Law presented to Attorney General	NSS Law amended by parliament NSS Law receives presidential ascent	2011 milestone: MET The Statistics Bill has been completed and sent to the Cabinet for approval and introduction to Parliament for consideration. 2012 milestone: NOT MET Bill yet to go to Parliament delayed due to Presidential and Parliamentary elections. It is hoped the Bill will go to Parliament early in 2013.

INDICATORS	MILESTONES		PROGRESS
	Strategy for restructuring approved by the Board	Staff performance management system developed and operating	2011 milestone: MET GSS Board approved reform strategy including plans for restructuring GSS including new organogram and integration of statisticians into MMDAs. 2012 milestone: NOT MET Performance management system not yet in place due to delay in recruitment of HR consultants to advice. HR consultants now in place and performance management system scheduled to be in place by 31 May 2013.
Institutional framework for the implementation of the GSDP developed.	Organizational structure in place for implementation	New staff structure in place	2011 milestone: MET A New Organisational Structure for GSS has been developed and placement of staff into the new organogram done. 2012 milestone: NOT MET The Public Services Commission (PSC) and GSS are reviewing the Scheme of Service. Implementation will follow after approval by PSC and secure of funds for transfer payments. It is likely this milestone will be met by project end.

INDICATORS	MILESTONES	PROGRESS

INDICATORS	MILESTONES		PROGRESS
Component two - GSS capacity building			
	Target Values		
PDO Intermediate indicators	2011	2012	
Number of staff with competencies in core areas: 1. Managerial, 2. Technical:	Training program designed based on needs assessment in GSS and MDAs	Senior Management training for GSS ICT training for GSS	2011 milestone: NOT MET A number of training consultancies are planned and will be in place in early 2013 to produce the comprehensive training program 2012 milestone: NOT MET ICT training for GSS staff is planned for March to May 2013. Senior management training is planned for April 2013.

INDICATORS	MILESTONES		PROGRESS
All professional staff at GSS HQ's have access to internet-based information technology and GSS networks	Internet and email systems extended to all offices at GSS Head office	Intranet operational to all offices at GSS head office	2011 milestone: NOT MET The process of providing internet and intranet to all offices of GSS (Head Offices and the Regions) has started with the setting up of Local and Wide Area Network (LAN/WAN). 2012 milestone: NOT MET Establishment of LAN/WAN continuing and should be completed early 2013 allowing setting up of intranet. Intranet should be in place by project end.
GIS used to improve the design, implementation and dissemination of surveys	GIS unit equipped and trained to undertake mapping and dissemination activities.	GIS used in Agric. Census MDAs have access to GIS in GSS GIS used in GLSS	2011 milestone: MET Four GIS staff have been given advanced training in GIS principles, Geomedia Professional 6.1, ArcGis 10, Global Positioning System (GPS) and Trimble to undertake digitization of EA maps, prepare Census Atlas and other mapping and dissemination activities. The GIS Unit has been provided with equipment (AO Scanner, Plotter, Laptops and Printers) and software (Arc View, ArcGIS and awaiting receipt of Geomedia Professional). 2012 milestone: PARTIALLY MET GIS (GPS) in use in the GLSS6/LFS. Agricultural census unlikely to happen in 2013 but will use GIS. MDAs do not yet have access to GIS in GSS. Some GIS services are planned to be available by end June 2013.

MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012			
INDICATORS	**MILESTONES**		**PROGRESS**
Component Three - Improving the Quality and Dissemination of Statistical Products			
	Target Values		
PDO Intermediate indicators	2011	2012	
The concepts, definitions and methodologies used across NSS standardized in at least 10 subject areas.	No Manuals	Comprehensive manual on standards and methods in 10 subject matters developed and disseminated across the NSS	2011 milestone: MET No manuals were expected in 2011. 2012 milestone: NOT MET Draft manual of standardized concepts on 10 thematic areas has been developed. A consultant has been engaged to review the manual and fill in the gaps from 15th January 2013. The manual would be completed and disseminated by mid-June 2013.

Quality enhanced and the number of statistical products increased.	Assessment of the quality of statistical products and action plan developed and approved.	Implementation of the action plan according to timetable.	2011 milestone: MET The assessment of the quality and scope of GSS statistical products and services was done through peer review methodology by four officers, one each from the National Statistical Offices (NSOs) of Kenya, Tanzania, Nigeria, and Uganda in June 2012. Action plan has been developed and approved. 2012 Milestone: TOO EARLY This milestone will be assessed at project end

MDTF Monitoring Tool: Intermediate indicators and 2011 milestones			
MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012			
INDICATORS	**MILESTONES**		**PROGRESS**
Component Four - Analyze the accuracy of the 2010 Population and Housing Census data collected			
	Target Values		
PDO Intermediate indicators	2011	2012	
Quality measurement of the 2010 census data determined and information provided to data users (Post Enumeration Survey (PES) carried out in a timely manner)	GSS to have conducted PES for the 2010 PHC (Within 3 Months after main enumeration)	Census results validated, reconciled and disseminated.	2011 milestone: PARTIALLY MET. The PES has been completed although more than three months after main enumeration. Fieldwork was in April 2011, matching and validation completed by end January 2012. 2012 milestone: PARTIALLY MET The PES report has been completed including validation of findings by external consultant. Report to be printed and disseminated in May, 2013 and this milestone will be fully met by project end.

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Component four – Analysis and Dissemination of the 2010 Population and Housing Census			
National and district population data (and reports) released in a timely manner.	GSS to have released final results and district –level population data of the 2010 Population and Housing Census	Release of National and Regional Reports of the 2010 Population and Housing Census.	2011 milestone: MET The final results of the 2010 PHC were released on 31 May 2012 including data at the national, regional and district level. 2012 milestone: IN PROGRESS The Draft of the National Demographic Analysis Report has been prepared. Drafts of the Regional Demographic Analysis Reports are nearing completion.

Component four – Training of GSS staff in Targeted Areas for post 2010 Population and Housing Census activities			
Selected Staff have their capacity built in the areas of data analysis, data processing, data dissemination, database management and scanning and archiving technology	50 staff trained in data analysis 15 staff trained in data processing 30 staff trained in data dissemination	2 staff each trained in database management and scanning and archiving/imaging technology respectively	2011 milestones: PARTIALLY MET Data analysis: 50 GSS and MDA staff were trained in Census and Survey data analysis using SPSS at the Department of Population and Health of the University of Cape Coast from 23 July - 3 August 2012. Data processing: NOT MET The training is programmed between May and September 2013; it will not be done by project end Data dissemination: NOT MET The training is programmed beyond project life; it will not be done by project end 2012 milestones: PARTIALLY MET At least 10 staff working on the Accelerated Data Programme (ADP) have had training in data archiving and documentation

MDTF Monitoring Tool (End 2012): Intermediate indicators and milestones for 2011 and 2012

INDICATORS	MILESTONES		PROGRESS
\ul{Component five- Project Management}			
	Target Values		
PDO Intermediate indicators	2011	2012	
Time lag of quarterly Project Implementation Progress reports	6 weeks	6 weeks	2011 Milestone: MET 2012 Milestone: MET The Programme Development and Management Group responsible for project coordination and reporting prepared and shared monthly project reports with a time lag of 3 days