Ghana Statistical Service

GHANA STATISTICS DEVELOPMENT PROJECT (GSDP)

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January, 2017

LIST OF ACRONYMS

BDR   Birth and Death Registry

CRVS   Civil Registration and Vital Statistics

GSDP   Ghana Statistic Development Project (Plan)

GSS   Ghana Statistical Service

LGSS   Local Government Service Secretariat

MDAs   Ministries Department and Agencies

MELR   Ministry of Employment and Labour Relation

MLGRD   Ministry of Local Government and Rural Development

MMDAs   Metropolitan, Municipal District Assemblies

MOF   Ministry of Finance

MOH   Ministry of Health

NDPC   National Development and Planning Commission

PDO   Project Development Objective

WAN   Wide Area Network

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1.1 Introduction

This report highlights the progress of implementation of the Ghana Statistics Development Project (GSDP) activities planned for execution during 2016. It also brings out key activities programmed for 2016 which implementation were either completed or not completed. This has been done in line with the four main components and the sub-components of the projects.

1.2 Component 1: Institutional Reform and Organizational Change

This component provides the financial support for the institutional reform being undertaken by the GSS. There are two sub-components namely: Training and redeployment and staff buyout. As at January 2016, the staff buyout had been completed. the remaining activities related to this component were Training and redeployment.

1.2.1 Statistics Bill

Cabinet approved the Statistics Bill to be laid in parliament. Subsequently the Bill was gazetted and laid in parliament. The Bill went through the first reading on 11th October, 2016 and was referred to the Finance Committee of Parliament to discuss and report to the House. The Finance Committee held a workshop from 1-3 November, 2016 with Management of GSS to review the Statistics Bill.. Series of follow-ups were made to get the report ready for the Bill to be discussed on the floor of the house before the parliament dissolved on January 7th, 2017. Unfortunately the Statistics Bill could not be passed by the then Parliament (2013-2016). The GSS would work with the relevant agencies and the current Parliament to consider the Statistics Bill.

1.2.2 Upgrade of Staff

Under the GSS Reform Programme, a Master's Degree has been set as the minimum entry requirement for GSS. The GSS therefore seeks, in the short to medium term under the GSDP, to upgrade all staff who have been placed under the new organogram but who do not have the Master's Degree qualification to upgrade to the new minimum qualification of Master's Degree. Provision for sponsorship was, therefore, made for twenty staff to be upgraded on an annual basis for five years (the project lifespan). This sponsorship package was however, reviewed upward to 30 staff in 2016. During the year, twenty-three GSS staff were sponsored to pursue Master's Degree programmes in GSS priority subject areas. Table 1 shows the approved priority areas for sponsorship, number of places allotted to each study area and the places filled.

Table 1: Priority areas for sponsorship in 2016

S/No	Subject Area	Number of Places	Places filled	Vacancies
1	Economics	6	5	1
2	Statistics /Mathematics	8	6	2
3	Pop. Studies/Demography	4	3	1
4	Geography/GIS	2	1	1
5	Sociology	2	0	2
6	IT/ Computer Science	2	1	1
7	Administration	3	3	0
8	Human Resource	2	2	0
9	Accounting/Finance	2	2	0
	Total	**31**	**23**	**8**

*One additional staff was sponsored from procurement training budget bringing the total sponsorship to 22.

1.2.3 Staff Identity Management:

The Management of GSS, through the IT Directorate, have sought to put in place a system of easy identification for all categories of staff both at the Head Office and Regional Offices. Specifically,

i. All GSS Staff both at the Head office and in the Regions have been issued with Identity Cards.
ii. All visitors to GSS offices are currently issued with identification tags at the security point.
iii. All field staff are also issued with ID cards.

In addition the staff identity cards were issued by the IT Directorate. This means that from now on identification cards for all GSS field staff would be issued in-house and no longer contracted out.

1.2.4 Strategic Document;

Under this component, a new National Strategy for the Development of Statistics (2017- 2021) has been developed. The development of the new strategy for the development of statistics attracted wider consultation among stakeholders. In all 16 MDAs were selected to participate, and they submitted their sector statistics workplan which were incorporated into the strategic document. The preparation of the new NSDS was led by a consultant from the PARIS21 with support from an ODI fellow attached to GSS, with the assistance of twelve (12) staff writers nominated by the GSS and the implementing MDAs. A presentation on the new document was made to the GSS Governing Board at their meeting on 21st October, 2016. The Board approved the document subject to few modifications which have been effected. Subsequently the new National strategy for the development of Statistics II (2017-2021) was launched on 25 November 2016.

1.2.5 GSS Scheme of Service and Job Descriptions

The GSS Scheme of Service, Job Descriptions and Human Resource Policies and Procedures Manual have been printed. They were printed in-house and they are been distributed to all staff. The documents would be uploaded onto the GSS portal when completed

1.2.6 Refresher training for staff on the new Performance Management System

The HR Directorate at the beginning of the year organized refresher training for all GSS staff on the new Performance Management System. This was to build the capacity of the staff to enable them complete their appraisal forms correctly and also to appreciate the importance and relevance of the system. This has help to clarify the duties and responsibilities of every staff as spelt out by the job functions of staff of the service within every directorate. Thus staff have now become more conscious of their duties and expectations.

1.2.7 Staff sensitization durbars

Under the reform GSS Management organized sensitization durbar to review the GSS reform, discuss staff welfare and measures to improve them and also to improve communication to strengthen the existing cordial relationship between staff and Management. Unlike the past years (2014, 2015), the 2016 staff durbar brought together all staff at one location to deliberate on a wide range of issues affecting staff and also how the GSS could effectively work as a team to achieve its mandate. The objective of the durbar among others included

i.   To review the performance of the Ghana Statistical Service;
- To take stock of what we have done so far as an office and take remedial action where necessary for the future
- Listen to Regional Statisticians as they give brief on their activities in the regions.
- Encourage staff to write reports for publication using data from GSS

ii. To discuss our work processes and how to make it effective for instance;
- The work flow and communication channels
- The processes to enhance corporate governance

iii. To build trust among staff;
- To curb leakage of information to unauthorized persons.
- Show high team spirit

During the durbar the staff were briefed on a lot of issues going on at the Head Office. They were briefed on the status of the SDGs and the preparatory works that have so been done to ensure the NSS is able to come out with quality data to monitor the SDGs. The staff were also adequately briefed on the status of implementation of the GSDP, including the status of the Statistics Bill, the staff identification system, which implementation is already in place, also mentioned is the staff sponsorship facility to help staff upgrade to the second degree (Masters') level , the acquisition of some IT equipment such as computers and Tablets to facilitate the movement of GSS questionnaire administration from Paper based to electronically based by the application of CAPI

etc. Some issues based on staff welfare development were also discussed. Such staff durbars help build staff-management relationship and trust for the two sides. Over the period through such durbar management has taken the advantage to brief staff on current development and bemoaning issuers have been peacefully resolved, thus helping to provide the GSS with peaceful industrial environment. Also at such durbars issues affecting staff and which are of national character are provided with the platform for discussion and resolutions made.

The activities programmed in 2016 under Component 1 that are yet to be implemented include:

  i.   Biometric Employee Time Management; and
  ii. Training in Integrated Management Information System (IMIS) for GSS & MDA staff.

The development of a Legislative Instrument (LI), though programmed for 2016, was dependent on Parliament passing the Statistics Bill. In lieu with current development relating to the Bill, this activity has, therefore, been re-programmed for 2017.

2.1 Component 2: Enhancing capacity

This component focuses on enhancing statistical capacity, including the underlying statistical framework to ensure the production of quality statistics. There are three sub-components namely:
 i) Enhancing capacity of GSS and MDA statistical units;
 ii) Improving statistical infrastructure; and
iii) Investing in physical infrastructure and equipment.

2.1.1. Sub-component 2i; Enhancing capacity of GSS and MDA statistical units

Under this sub-component several training programmes have been implemented with the objective of improving the capacity of GSS and MDA staff (Appendix 3 summary). These include:

  i.   Project Management training for Directors of GSS and project coordinators from the implementing MDAs;

  ii. Training in Data Analysis and report writing for some GSS staff and selected staff of the Research, Statistics and Information Management Units of implementing MDAs;

  iii. A training in Human Resource (HR), including Balanced Score Card training for six staff from the Human Resource Directorate of GSS at GIMPA from 2-13 May, 2016 to build their capacity to manage the HR functions more effectively;

  iv. Training in Management Information Systems (MIS) to strengthen the Research, Statistics and Management Information Directorates and Units of the Ministry of Lands and Natural Resources (MLNR);

  v.   Capacity building training in Statistical Methods to strengthen the RSMIS Directorate/Units of the Ministry of Lands and Natural Resources (MLNR);

vi. The Social and Demography Directorate of GSS provided training to two prison officers from each of the 45 prison centres in the country with the objective of making them appreciate the value of the data they compile and how the data they provide could be put to better use across the country. After the training the officers compiled crime data from all the 45 prison facilities throughout the country. Data entry is about 95 percent complete and it is expected that the preparation of a report on crime statistics would be completed by end of December, 2016;

vii. The Ministry of Communication organised sensitization workshop in Tamale for stakeholders on the use of Ghana Open Data Initiative as a tool for research using the Community Information Centres (CICs);

viii. Ministry of trade and Industry (MoTI) organized training in data management and economic analysis for 14 staff from 21 February to 4 March, 2016.

ix. The Ministry of Trade and Industry undertook a two-week (14-25 November 2016) training for 14 of its staff in Project Management, Monitoring and Evaluation to strengthen the capacity of the staff to initiate, plan and execute, projects and programmes. The training covered areas such as project life cycle, project leadership, project risk, project management, stakeholder identification and management, and procurement in projects. The fourteen (14) participants were mainly drawn from the Research, Statistics and Information Management (RSIM), Policy Planning, Monitoring & Evaluation (PPME), Human Resource Management (HRM), Standards Division and Projects Coordination Units.

x. The GSS organised training in Microsoft Excel for the GSS staff in the Regions as well as six staff from each implementing MDA to equip them to effectively execute their daily work.;

xi. Three GSS staff participated in the Survey Methodology & Sampling Design and Advanced Data Analysis courses organized by the University of Michigan Summer School to enhance their capacity in the performance of their duties especially in the area of sampling for surveys conducted by GSS. These officers and those trained in the past did all the sampling work for the Ghana Living Standards Survey Round Seven (GLSS 7), the User Satisfaction Survey (USS) and other surveys implemented or being implemented in 2016.

xii. During the course of the year 2016 one GSS staff was sponsored to undertake a course in Contemporary Public Administration Management: at the Galilee International Management Institute. This programme is an advanced course for leaders and policy makers in the public sector. It is designed with the intention to enhance the efficiency, accountability and responsiveness of organisations, and helping policy makers expand the influence of their work and enabling effective implementation of programmes.

The combine effect of all these trainings are becoming obvious, staff capacity has gradually been built or enhanced greatly. The evidence to this is that fact that a number of the reports that previously would have been done on contract are now being written exclusively by GSS and MDA

staff, especially reports for surveys undertaken by the GSS are being written by GSS staff. Some examples include the report of the Ghana Labour Force Survey, the Ghana User Satisfaction survey, the Integrated Business Establishments Survey reports etc. these were all exclusively written by GSS and MDA staff. The training in Survey Methodology & Sampling Design and Advanced Data Analysis courses for staff in University of Michigan has also proved to be so beneficial, as sampling for most of these surveys if not all are now being done by some trained staff.

2.2 Sub-component 2ii; improving the statistical framework

2.2.1 District Boundaries Reconciliation

The Geographic Information System Unit (GIS) of GSS udertook the district boundaries reconciliation exercise to review the boundaries of all the 216 districts. In addition to this, the Unit is continuing with the digitization of all district maps and enumeration area maps. The digitization process is com[plete for five regions namely; Upper West, Upper East, Northern, Brong Ahafo, and Ashanti egions. The digitization process is about 25 percent complete for the Eastern and Volta Regions. In addition to this individual maps for the Upper west, Upper East, Northern and Greater Accra Regions have been completed. The digitization process for the Western and Central Regions are completely outstanding. In collaboration with the National Development Planning Commission (NDPC) the digital town layout for the three Northern regons is also completed.

In the course of the year several activities by way of providing service to some MDAs were undertaking; Maps were providede for the poverty mapping, maps were provided to the Ministry of Gender, Children and Social Protection (MOGCSP) to facilitate the National Household Registration Process. Maps were also provided to facilitate all survey prgrammes of the GSS eg Malaria indicator survey, Agris piolot survey etc. In addition maps were providends to the Ghana Water Company.

2.2.2 The Integrated Business Establishment Survey (IBES)

i. The IBES is one of the important statistical frameworks programmed under Component 2b of the GSDP. It is structured in two (2) phases: Phase I which involved the listing of establishments of all types had beencompleted in 2014, and the Phase II which is a sample survey based on the results of the listing exercise undertaken during Phase I was also completed in 2015. However, the data capture, and cleaning for the Phase II were done in 2016. This took quite some time because the data capture and clening phase had to be combined with varification which sometimes took us back to the field. The management of some establishment inspite the effort and explanantion given to them at the data collection stage were still adamant and had not given out their data. But some of these industries could not be overlooked or replaced. So in some cases a letter from the Minister was sought to compel them to provide the data. The key output from the Phase I is the Business Register, which had served as the frame for the conduct of the second phase and will continue to serve as a frame for the conduct of subsequent economic surveys.

A total of five reports from the Integrated Business Establishment Survey I (IBES I) namely – Employment, Job Creation and Business Register were disseminated earlier. Two additonal reports – District Business register and Regional Spatial report – were later reviewed and also disseminated.

2.3 Sub-component 2iii; Investing in physical infrastructure and equipment

This sub-component focuses on investing in physical infrastructure of GSS and the MDAs statistical units including the provision of information communication and technology software and equipment, improving the ICT connectivity, data transfer, statistical information sharing and improving the management of information systems.

2.3.1 Procurement of ICT Equipment

Under this component, computers, Laptops, furniture were procured and distributed to staff of MDAs, Directors, Sectional Heads and Regional Statisticians. Electronic tablets were also procured as part of the arrangement to adopt ICT for data collection. A detailed report on ICT infrastructure is provided as appendix 1. The Ministries of Employment and Labour Relations and Gender, Children and Social Protection are working on the Ghana Labour Market Information System (GLMIS) and the Management Information System (MIS) respectively. The acquisition of these equipment has help to modernize and ease the generation and production of statistical data on timely manner and thereby helped to improve on the quality of the data produce. It has also facilitated the storage and retrieval of statistical data as well as improve on the mode of dissemination of the data produced, and also facilitate timely information communication.

2.3.2 Maintenance of IT infrastructure and Equipment

The IT directorate undertook assets preventive maintenance throughout the Ghana Statistical Service (Head Office and Regions) with the objective to take stock, clean and resolve all IT challenges to prevent equipment breakdown or failure. This was useful in the sense that it made the facilities available for use throughout the year, thereby facilitating information communication and dissemination within the Service and between the Service and stakeholders.

Key activities under Component 2 yet to be implemented include:

   i. Biometric Access Control System
   ii. Modernization of existing GSS Library for use as Data Service Unit and Statistical Reference Library
   iii. Furnishing of the Resource and Data Centre

The supply and installation of accounting software for the project would no longer be implemented. Instead, the GSS worked with the Ghana Integrated Financial Management Information System (GIFMIS) Secretariat to put the project onto the GIFMIS platform. Through the collaboration, a Business Process document for the GSDP has been developed and further works are ongoing to ensure full implementation of GIFMIS in January 2017.

3. 1 Component 3: Data Production and Dissemination

This component seeks to support improvement in data collection, compilation, validation, management, analysis and dissemination, in order to improve the quality, timeliness and use of socio-economic data. It focuses on enhancing existing statistics and increasing the range of statistics collected and how these are communicated and disseminated to users. There are two sub-components namely:
   i. Data development and management and

ii. Dissemination, communication and outreach.

3.1.1 Sub component 3a; Data development and management

A good number of activities programmed for 2016 were implemented but those that could not be either completed or implemented were deferred to 2017.

The following is a summary of some activities either completed or still ongoing:

i. GSS is currently undertaking field work of the Ghana Living Standard Survey Round 7 (GLSS 7). (Status report to be given by Coordinator);

ii. Three reports from the Integrated Business Establishment Survey I (IBES I) – Employment, Job Creation and Business Register were disseminated. Two additonal reports – District Business register and Regional Spatial report were prepared and have since been disseminated.

iii. Report of the User Satisfaction Survey is under going review and is scheduled to be disseminated during the celebration of the African Statistics Day on 18 November 2016.

iv. The Ministry of Lands and Natural Resources is undertaking data collection exercise on the Land sector;

v. **Ghana Labour Force Survey (GLFS):** The Ghana Statistical Service (GSS), under the GSDP conducted a household survey on Ghana Labour Force Survey (GLFS). The 2015 Ghana Labour Force Survey was a stand-alone survey that collected detailed information on all aspects of employment and unemployment. The main objective of the GLFS was to collect basic statistics on the labour force situation in Ghana and make labour statistics available to the government, private sector and the general public for making decisions that aim at improving the employment situation of Ghanaians. The wide range of information collected can be used in the design, implementation, monitoring and evaluation of various labour and employment policies and programmes in the country. During the year 2016 the report for the Ghana Labour Force Survey was reviewed. The review was expected to be completed and disseminated before the end of the year.

vi. Work has started on the rebasing of the Consumer Price Index (CPI). A capacity building training workshop was held for all the 84 market readers, their supervisors and the Regional Statisticians. The training invovled the use of electronic tablets for price data collection, listing of market outlets and CPI basket of goods and the preparation of code Books for each market centre. Some regions have completed their work while others are filling in some gaps. All the items in the code Book would be uploaded onto the tablets and tested before the end of december, 2016. Actual data collection for the rebasing of the CPI will begin in January, 2017;

vii. The Ministry of Gender, Children and Social Protection (MoGCSP) has undertaken Gender Statistics assessment through out the country. The purpose of the assessment is to determine the state of development of gender statistics across the country. It seeks to

address the questions; Where we are with gender statistics production and use, What policies have driven the production and use of gender statistics, how gender statistics programming in Ghana has been done, to what extent has commitments outlined in the Beijing Platform for Action been met, and what are some critical success factors, among others;

viii. The Ministry of Lands and Natural Resources has put in place measures to ensure effective data collection, by developing a standard data reporting template for the Ministry and its Departments and Agencies. The objective for developing the data collection template among other things is to ensure a well and clear reporting format, ensure compliance with data protection system, improve transparency and have a clear reporting format as well as meet Stakeholder's needs and interest in terms of statistical products;

ix. The Ministry of Lands and Natural Resources (MLNR) in an effort to improve access to data in the Lands sector embarked on data collection exercise in all the ten Regional and district Lands Offices. The main objective of the data collection exercise was to set up an efficient database system. Specifically, they intend to build a database on:

a) Locations of all Customary Land Secretariats (CLSs);
b) Factors accounting for low patronage of the CLSs;
c) Factors accounting for low patronage of land documentation at the CLSs;
d) Turnaround time for land documentation at the CLSs;
e) Extent to which the CLSs are facilitating access to land; and
f) Challenges facing the Land Sector Agencies;

x. Ministry of Employment and Labour Relations (MELR) is working with a Consultant to develop Labour Market Information System for Ghana;

xi. The Ministry of Education undertook the 2015/2016 Annual Schools Census in all schools at the pre-tertiary levels using well-structured set of questionnaires for the different educational levels. In all four different data collection instruments were involved namely; Basic Schools questionnaire, Senior High Schools questionnaire, Technical and Vocational Institutes questionnaire, and one for Educational Management and Other Staff. The report has been completed and disseminated; and

xii. The Births and Deaths Registry (BDR) embarked on scaling up the Community Population Register Programme (CPRP). Listing was done in 30 communities and data collection on the population was carried out after which the data wasere entered into the Community Population Register to maintain a database of demographic information on all individuals resident in those communities. Such information will be updated periodically with the occurrence of any vital event such as a birth, death, marriage, or migration.

xiii. The Ministry of Health (MoH), in collaboration with GSS, conducted Maternal Deaths Survey to provide in-depth knowledge of the causes of maternal deaths in Ghana, to feed into policy formulation on maternal health and also to address possible inadequacies in the implementation of maternal health policies. The finalization of the report was expected to be completed by the end of the year.

Three key activities under Component 3 yet to be implemented are; these activities have accordingly been deferred and reported in the 2017 work plan:
  i.   Development of Supply and Use Table (SUT); This is waiting for the IBES II data
  ii.
  iii. Agriculture Census (CA) – The disbursement of GSDP project funds allocated for the implementation of this activity was subject to GSS getting funding from the Government. Government released GHS15 million for implementation of CA only in October, 2016.

3.2 Sub- Component 3b: Data dissemination, communication and outreach.

Statistical information plays a vital role in decision-making. Hence, improvements in the level of awareness and use of statistics require the GSS and all the MDAs that constitute the National Statistical System (NSS) to work together to ensure effective and timely dissemination of statistics. Consequently, the data on the User satisfaction Survey was disseminated during the dissemination of the African Statistics Day.

African Statistics Day Celebration

As part of the African Statistical Literacy Programmes, the Service observed the Africa Statistics Day on 18 November, 2016 under the theme "Strengthening economic statistics for regional integration structural transformation and sustainable development". During the celebration, the Government Statistician, Dr. Philomena Nyarko, re-echoed the importance of quality statistics for evidence-based decision making in all aspects of social and economic development processes. She appealed to stake holders and government for support to facilitate the production of quality statistics. Two research reports were disseminated during the African Statistics Day celebration. This were the reports of the Ghana User Satisfaction Survey and the trend analysis of the Ghana Demographic and Health Survey report.

4.1 Component 4: Project Management and Monitoring and Evaluation (M&E)

The component seeks to strengthen and develop GSS' institutional capacity in project management, coordination, monitoring and evaluation, including preparation of all project documentation as well as monitoring and evaluation reports focusing mainly on the Coordination and Program Management Directorate (CPMD) of the Service. In the course of the year all reports relating to the projects were prepared and completed and submitted to GSS Management.

4.1.1 Implementation of 2016 Annual Work Plan and Budget

Series of meetings were organized by the Project Secretariat and the Project Technical Committee to urge coordinators to be timely on their activity implementation for the 2016 Annual Work Plan and Budget. The National Statistical System Steering Committee also held a meeting to look at the activities to be implemented in 2016. They also met on a number of occasions to review the progress of project implementation.

4.1.2 Mid-Term Review (MTR)

A Mid-Term Review (MTR) Mission was undertaken by the World Bank from 26th May - 3rd June, 2016. The overall MTR mission objective was to undertake a strategic assessment of the project performance since project effectiveness. Specifically, the mission:

i. Assessed the relevance, efficiency and efficacy of the project objectives and design and the changes required;
ii. Reviewed progress of implementation as per the results monitoring framework;
iii. Provided stakeholders with an external independent view of the project status by conducting an MTR workshop which was facilitated by two consultants;
iv. Assisted the government team and stakeholders to draw lessons on project implementation; and
v. Reviewed project compliance with fiduciary requirements and assessed the adequacy of the fiduciary arrangements.

At the end of the Mission an Aide Memoire summarizing the findings of the mission was issued to guide the project implementers to improve execution. A report on the MTR of the project was also submitted by the Consultants. Over all, the Report indicated that "To a large extent, the Project implementation has been on track and methods, mechanisms and management have been relevant, efficient, effective and sustainable" (ref. pg XV para.2).

4.1.3 Capacity building on development of ToR and Item/equipment Specifications

During the MTR, it came to light that ToRs and technical specifications for some consultancies and goods respectively have not been developed causing delays in implementation of procurement. The mission approved the conduct of a capacity building workshop for Coordinators of implementing agencies to develop all outstanding ToRs and technical specifications. This workshop was organized between 8th and11th June, 2016 and at the end of the workshop all ToRs of consultancies and technical specifications of goods and equipment which Coordinators agreed to implement were done and given to Procurement Unit.

4.1.4 Preparation of 2017 Annual Work Plan and Budget

Series of meetings were organized by the Project Secretariat and the Project Technical Committee to prepare and review the 2017 Annual Work Plan and Budget. The documents were presented to the National Statistical System Steering Committee for review at their meeting held on 20th October, 2016. The revised work plan and budget were submitted to the World Bank before the deadline of 1st November, 2016.

4.1.5 Update of the Results Monitoring Framework

The Results Monitoring Framework has been updated (up to 31 December, 2016) and is presented in this document as Appendix 4.

4.1.6 Other activities

Other activities carried out under this component include:

- Monitoring the training session of the Training of Trainers (TOT) for the 2015/2016 Annual School Census in Saltpond;
- Facilitating Steering and Technical Committees meetings; and
- Preparing relevant project reports for GSS Board, the Steering and Technical Committees.

4.1.7 Financial Reporting

By close of the year (December) 2016, the total project funds received amounted to thirty million, two hundred and eighty six thousand, one hundred and twenty six (US) Dollars, twenty five Cents. (**US$30,286,126.25)** and total project expenditure was twenty six million, nine hundred and twenty three thousand, eight hundred and seventy-nine US Dollars seventeen Cents (**US$26,923,879.17).** Table 1.1 shows the yearly receipts and expenditure status of the project since inception in 2014.

Table 1.1 indicates the yearly receipts and expenditure status of the project

Receipts;	US $	US $
July - December 2014	*10,020,900.88*	
January-October 2015	*12,264,657.90*	
January-December 2016	*8,000,567.47*	
Total Project Receipts		*30,286,126.25*
Expenditure;		
July - December 2014	*8,287,608.04*	
January-December 2015	*12,476,552.71*	
January-December 2016	*6,159,718.42*	
Total Expenditure to Date		*26,923,879.17*
Excess of receipts over expenditure		*3,362,247.08*
		30,286,126.25

4.1.8 Implementation of agreed actions and recommendations

The Project Secretariat followed up on all the agreed actions and recommendations from the MTR. The results are shown in Table 2.1.

Table 2.1: Showing Implementation of Agreed Actions and Recommendations

No	Activity	Responsible	Status
1	Upload new policy on access to micro data on the GSS website	IT Directorate	Done

2	Follow up with the Minister of Finance on the Statistics Bill	Management/CPMD	Done, Bill reviewed by Finance committee of Parliament
3	Organize training for MDA Coordinators and GSS component heads on the development of ToRs and concept notes	GSS	Done
4	Send a revised budget on for GLSS7 to the Bank for review	GSDP/Survey Coordinator	Done, No Objection granted
5	Expedite action on the procurement process for the accounting system.	Procurement/Finance	Replaced with GIFMIS
6	Ensure that only activities on the approved procurement plan are executed	Procurement/Finance	Adherence to Procurement Plan

Table 2.2 shows the list of agreed actions and recommendations of the November 2016 Mission. These are expected to be worked on in the course of 2017, before the next mission.

Table 2.2: List of agreed actions and recommendations

NO.	ACTIVITY	RESPONSIBLE	TIME	STATUS
1	Submit the ToR for the engagement of the legal consultant for the preparation of the LI and administrative instructions	Coordination & Programme Management Directorate	January 13, 2017	This is yet to be done in view of parliament not passing the Statistics Bill
2	Complete the development of the dissemination and communication strategy	Communication & Dissemination Directorate	April 30, 2017	Procurement is in the process re-advertising for firms rather that individual bidding.
3	Revise the annual work plan and budget	Coordination & Programme Management Directorate	December 15, 2016	This was completed and submitted to the Bank on time
4	Revise work plan for the Agricultural Census and submit to the Bank for review	Economic Statistics Directorate	December 23, 2016	This is yet to be done
5	Install GIFMIS at the accounting department of GSS	Finance Directorate	December 23, 2016	This has been done and training completed.

Appendixes

Appendix 1: Report on the Status of ICT in GSS under GSDP as at December, 2016

The Ghana Statistics Development Project (GSDP) provided for investment in Information, Communication and Technology (ICT) to support the production, management, dissemination and archiving of statistical products. There has been considerable improvement in ICT infrastructure and service delivery in areas of IT Governance, Connectivity, Security and data collection.

IT Governance

To ensuring the processes of effective and efficient use of IT resources to achieve the GSS goals, the following governance documents have been developed to direct and inform decision making process.

Policies and Procedures

1. A comprehensive IT enterprise architecture and strategy has been developed. This involves principles and practices to guide GSS through business information process and technology changes necessary to execute its business strategy.
2. Information Technology Security Policy developed, which defines and directs the dos and don'ts of the use of IT resources. It also includes the Acceptable Use Policy (AUP) for staff to consent to it before granting access to IT resource.
3. Business continuity plan, backup plan and procedure developed to provide direction of preparedness to ensure that business interruption or disaster is managed when it occurs.
4. Draft IT Asset Management Policy is being reviewed by IT team and later will be sent to GSS Management for final review and adoption for implementation. It covers acquisition, maintenance, retirement and disposal of IT assets. This will help for effective planning of IT assets to minimise ad hoc procurement of assets and reduce cost of maintenance.

Connectivity

1. All the GSS offices, including the Regions have Local Area Network (LAN) and the regions are linked to the Head Office as Wide Area Network (WAN), except Western Region. Approval has been granted to connect Western Region.
2. National Information Technology Agency (NITA) provides internet services to the regions except the Greater Accra and Western Regional Offices. Again, it provides intranet connectivity to GIFMIS, HRMIS and eWorkspace.
3. Vodafone provides 15Mbps dedicated internet link to the Head Office and the Greater Accra Regional Office.

Security

1. All the network connections are secured with authentication and a level of certificate installed on a device before access to the Wi-Fi. Password change is enforced periodically and it only accepts complex passwords.

2. Windows Update Server is enabled to manage periodic updates of operating systems both servers and desktops, including the office applications such as Microsoft Word etc.
3. Untangle appliance is being used for managing internet content and traffic both in/out.
4. Cisco ASA 5505 firewall device is installed to protect the network from intrusion.

Web Portal

The project named "Revamping GSS Website" is in the process of upgrading the current GSS website into portal with enhanced look and feel to achieve the Service objective of using the web-portal for dissemination, research, interaction and ability to analyse the hits dynamism per any period. There are other functionalities featuring in the new portal, including content management system (CMS). Visit demo site at www.techcomvisions.net/newgss

Data Collection

With support from GSDP, the service has trained three staff on mobile data collection concepts on Computer Assisted Personal Interviewing (CAPI). The Service has now adopted the use of CAPI for surveys and censuses. The current survey (GLSS7) is using mobile device (Tablets) to collect data instead of paper.

Data Storage and Back-up System

1. A centralised data repository is being implemented to host business critical data/information in the Service. This will help to improve data security and effective back-up system.
2. Data back-up and recovery system is established to secure business critical data/information in a likelihood event that data loss or corruption occurs then it can be restored to ensure business continuity. Back up storage is held in one of the Regional Offices.
3. This will reduce data silos in the Service.

Communication and Collaboration

1. Electronic mails (eMail) are mainly used for information exchanges internally and externally. Almost all staff are registered to use email system which is accessed anywhere and anytime provided there is internet connectivity.
2. There is also Microsoft Lync for instant messaging now call skype for business in place for other forms of communication.

Training

Twelve of the current IT staff benefited from various training under this project such as:

- Cisco Network Administration
- Microsoft System Engineering
- Information Security
- IT fundamentals
- Microsoft Outlook, Lync, SharePoint and Zimbra – email system

The IT directorate has trained over 300 staff in the use of the following applications:

- Microsoft Outlook, Lync, SharePoint and Zimbra – email system
- Microsoft Excel various levels both GSS and members of the other 9 MDAs

Procurement

IT directorate has been involved in IT procurement under the GSDP project as follows:

1. Develop technical specifications according the needs of the requester.
2. Involve in technical evaluations to select suppliers.
3. Test and validate procured items when supplied.

Challenge

The main issue which is affecting the execution of planned IT projects is long delay in procuring IT resources for implementation.

Recommendation

It is recommended that procurement plan with timelines must be adhered to, to enable various entities involved to meet their performance schedule.

Appendix 2: Staff sponsored to upgrade to Masters' Degree (2016)

No	Name	Programme	Institution	Duration
1	William Antiaye Addy	MSc Finance	GTUC	1
2	Jamila Adams	MSc Supply Chain Mgt.	GTUC	1
3	Labaran Muhammad Awal	MSc. Supply Chain Management	GTUC	1.6
4	Julliet Odi Addoquaye	MA Public Sector Mgt.	GIMPA	1
5	John Atta Amedzro	MSc MIS	GIMPA	2
6	Regina Akosua Fie	MSc. Statistics	UCC	2
7	Comfort Ayorkor Sowah	MSc. Statistics	UCC	2
8	Abigail Odai	MA Pop. Studies	UG-RIPS	1
9	Richard Atsu Kuadamah	MA Migration Studies	UG	1
10	Adom Fritz	MA Migration Studies	UG	1
11	Collins Opoku	MPhil Geography	UG	2
12	Emmanuel Owusu Boateng	MSc Economics	KNUST	1
13	Bawa Abdul-Kadir	MSc Economics	KNUST	1
14	Acquah Beatrice Hillary	MSc Economics	KNUST	1
15	Arhin Isaac Frank	MSc Economics	KNUST	1
16	Evelyn Agambire	CEMBA	KNUST	2
17	Joe Befa Hanoi	MPhil Mathematical Statistics	KNUST	2
18	Kwamina Leo Akafra	MSc Applied Statistics	KNUST	2
19	Orlando Ackumey	MSc Economics	KNUST	1
20	Emmanuel Opoku Addo	MSc Applied Statistics	KNUST	2
21	Alice Dakurah	MA Social Administration	UDS	2
22	Ahmed Baba Adama	MBA Accounting & Finance	UPSA	2
23	Akanyange Nyaaba Robert	MSc Statistics	UDS	2

Appendix 3: Training provided under GSDP, 2016

No	Training	Date of training	Place of training	Number of Participants		
				Male	Female	Total
1	Public Financial Management: Budgeting, Planning and Performance	9-21 July, 2016	Freetown, Sierra Leone	1	0	1
2	African Symposium on Statistics Development	1-5 Nov.., 2016	Tunis, Tunisia	4	0	4
3	Techniques of Economics Analysis, Monetary Policy and Fiscal Analysis	6-18 March, 2016	Banjul/Gambia	2	0	2
4	West Africa Monetary Zone	1-5 November, 2016	Monrovia, Liberia	2	0	2
5	Financial Management Course for Project Accountants	13-25 November, 2016	Nairobi, Kenya	1	0	1
6	Goods and Equipment Procurement Management and Consultants' Services	3-28 October, 2016	Accra, Ghana	1	1	2
7	47th session of UN Statistical Commission	3-12 March, 2016	New York, USA	2	1	3
8	Annual Government Forum on Electronic Identity in Africa (ID4Africa)	23-26 May, 2016	Kigali, Rwanda	2	0	2
9	Collabrorative programme with Statistics Norway	28 May - 3 June, 2016	Norway	5	0	5
10	Fundamentals of Microeconomic Analysis	7-19 February, 2016	Lagos/Nigeria	2	0	2
11	Modelling & forecasting for Policy Analysis	6-19 Nov, 2016	Lagos/Nigeria	1	1	2
12	Economic and Financial Report Writing Skillsand Presentation Techniques	3-14 Sept, 2016	Banjul, The Gambia	1	0	1
13	Financial Programming and Policies	19-30 Sept, 2016	Accra, Ghana	2	0	2
14	Multiple Imputation in Practice & Multi-Level Analysis of Survey Data	25th June- 23rd July,2016	Ann Abor, USA		1	1
15	30th Contemporary Public Administration Management Seminar	12th- 27th July,2016	Isreal	1	0	1
16	Sampling Program for Survey Statisticians	30th May- 30th July, 2016	Ann Abor, USA	1	1	2
17	Contemporary Public Administration Management	14-25 July 2016	Galilee International Management Institute	1	0	1
	Total			**29**	**5**	**34**

Appendix 4: GSDP Monitoring Results Framework

**Target values entered for the years data are available, not necessarily annually.

Project Development Objective (PDO): To strengthen the national statistics system in the production and dissemination of timely and robust statistics relevant for evidence based policy-making and other uses

PDO Level Results Indicators	Core	Unit of Measure	Baseline	Cumulative Target Values**		2014	2015	2016	2017	2018	Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition)
Relevance: User satisfaction with statistical products and services of the NSS		%	40 (2011)	Target			-	50	-	90	Baseline, mid-term, end-of-project	User satisfaction survey	GSS	**User Satisfaction Survey designed in consultation with GSS covers internationally recognized elements of statistical quality.**
				Actual		78.8 (2012)		*82.10*						
Overall quality: Ghana Statistical Capacity score overall score and disaggregated by the following components: - **Overall**		Score									Annual	WB Statistical Capacity Indicator	WB/DEC-DG	**Internationally recognized indicator**
			64	Target	64	64	66	68	70					
				Actual	62	66	*68.9*							
			50	Target	55	55	60	60	65					
				Actual	60	60	*60*							
- Methodology,			50	Target	55	55	60	60	65					
				Actual	40	54	*60*							
- Source Data, and			92	Target	92	92	92	92	92					
				Actual	87	87	*86.7*							
- Periodicity and timeliness														
Dissemination of timely and robust statistics: Number of months between end of data collection and release of main report for household surveys:		Months									Annual	Annual review of implementation of census and survey plan	GSS	**Number of months elapsed between end of data collection and release of data.**
				Target		2	2	2	1					
				Actual		2	*2*	2						
- Annual School Census			18 (2006)	Target	9	-	-	6						**Target for GLSS reduced to 6 months**
				Actual	10 (2014)									
- GLSS				Target	8	3	3	3	3					
				Actual			*11*							
- Labor Force Survey				*Target*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*					

			Actual									
Production of robust statistics: Economic statistics produced in accordance with internationally recommended duration of the base year (rebased within the last 5 years) for the Consumer Price Index (CPI) and for the GDP	Yes/No	No	Target			No	Yes	Yes		**Annual review of implementation**	GSS	
			Actual			*No*						

INTERMEDIATE RESULTS

Intermediate Result (Component One): Institutional Reform and Organizational Change

Intermediate Result indicator One: Proportion of GSS staff with professional qualifications	%	39	Target	44	50	60	70	70	Annual	**Annual review of staffing profile within GSS and MDA statistical units**	**GSS and MDAs**	**Staff with qualification in statistics, demography, economics or in related discipline**
			Actual	45.1	48	*62.1*						
Intermediate Result indicator Two: Proportion of MDA statistical unit staff with professional qualification	%	65	Target	65	70	70	70	70	Annual			
			Actual	65	65	*65.6*						
Intermediate Result indicator Three: Number of staff (full-time equivalents) employed by GSS	Number	532	Target	350	350	350	350	350	Annual			
			Actual	477	385	*372*						

Intermediate Result (Component Two): Enhancing Capacity

Intermediate Result indicator One (sub-component 2a): Number of persons trained	Number		Target	70	70	70	70	70	Annual	**Annual review of staffing profile within GSS and MDA statistical units**	**GSS and MDAs**	**Cumulative number of staff from the National Statistical System trained** (for 2 months or more)
			Actual		21	*25*						
Intermediate Result indicator Two (sub-component 2b): Use of master sampling frame based on updated cartographic maps for household surveys	Yes/No	No	Target	Yes	Yes	Yes	Yes	Yes	Annual	**Annual review of implementation of census and survey plan.**	GSS	
			Actual	Yes	Yes	*Yes*						
	Number	0	Target	14	20	20	20	20	Annual			

Indicator	Unit	Baseline								Frequency	Data Source	Methodology	Comments
Intermediate Result indicator Three (sub-component 2c): MDA and regional statistics offices equipped and operational with computers, essential equipment and furniture and ICT connectivity			Actual	10	20	*20*					**Review as part of project implementation progress reports**	GSS &MDAs	**Basic equipment includes desk, chair, and computer, access to printer and photocopier, and connection to the internet. Refers to those MDAs included in the GSDP. Total is 10 MDAs (incl. GSS HQ) + 10 regional offices.**
Intermediate Result (Component Three): Data Production and Dissemination													
Intermediate Result indicator One (sub-component 3a): Recent source data for economic statistics produced in accordance with internationally accepted standards.	Yes/No									**Annual**	GSS	**Annual review of quality of economic statistics (supported through IMF EDDI program)**	
- Supply and US Tables		No	Target	No	No	Yes	Yes	Yes					
			Actual	No	No	*No*							
- Producer Price Index		No	Target	No	No	Yes	Yes	Yes					
			Actual	No	No	*No*							
Intermediate Result indicator Two (sub-component 3b): Communication and Dissemination Policy adopted by NSS Technical Committee	Ye/No	No	Target	No	Yes	Yes	Yes	Yes	**Annual (until adopted)**	GSS	**Review of minutes of NSS technical committee meetings**	
			Actual	No	No	*No*							
Intermediate Result indicator Three (sub-component 3b): Production and publication of a release calendar on the website of GSS (*New since June 2016*)	Yes/No	No	Target			Yes	Yes	Yes	**Annual**	GSS	**Annual review of the web site of GSS**	This is a new indicator from June 2016.
			Actual			*Yes*							

THE GHANA STATISTICS DEVELOPMENT PROJECT

(GSDP) MID-TERM REVIEW REPORT

BY

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and

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June, 2016

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LIST OF ACRONYMS/ABBREVIATIONS

AESL	Architectural Engineering Services Limited
AWPs	Annual Work Plans
BDR	Births and Deaths Registry
CAPI	Computer Assisted Personal Interview
CBR	Central Business Register
CPMD	Coordination and Programmes Management Directorate
CSPro	Census Processing
DGS	Deputy Government Statistician
EA	Enumeration Area
GAPS	Ghana Agricultural Production Survey
GDHS	Ghana Demographic and Health Survey
GHS	Ghana Health Service
GIMPA	Ghana Institute of Management and Public Administration
GLSS	Ghana Living Standards Survey
GS	Government Statistician
GSDP	Ghana Statistics Development Project
GSS	Ghana Statistical Service
IBES	Integrated Business Establishment Survey
ICT	Information and Communications Technology
IDA	International Development Agency

IT	Information Technology
ISSER	Institute of Statistical, Social and Economic Research
LGS	Local Government Services
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MELR	Ministry of Employment and Labour Relations
MGCSP	Ministry of Gender, Children and Social Protection
MICS	Multiple Indicators Cluster Survey
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MOC	Ministry of Communications
MOE	Ministry of Education
MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOH	Ministry of Health
MOTI	Ministry of Trade and Industry
MRCLS	Multi-Round Crop and Livestock Survey
MSF	Master Sample Frame
NACPUS	National Advisory Committee of Producers and Users of Statistics
NCA	National Communications Agency
NDPC	National Development Planning Commission
NITA	National Information and Telecommunication Agency

NSDS   National Strategy for the Development of Statistics

NSS   National Statistics System

NSSSC   National Statistics System Steering Committee

1. PAD   Project Appraisal Document

2. PDMG   Programmes Development management Group

3. PHC   Population and Housing Census

PNDC L   Provisional National Defense Council Law

PSC   Public Services Commission

PSUs   Primary Sampling Units

PTC   Project Technical Committee

RSIM   Research, Statistics, Information Management

SDGs   Sustainable Development Goals

SRF   Statistics for Results

SRID   Statistics, Research and Information Directorate

TCP   Technical Cooperation Programme

TOR   Terms of Reference

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

The GSDP (Project) is part of the Government's national strategy for the development of statistics. The Project Development Objective (PDO) of the GSDP is to strengthen the National Statistical System (NSS) in the production and dissemination of timely and robust statistics relevant for evidence-based policy-making and other uses. The Project became effective on 28 April, 2014 and would close on 30 June, 2018. The Mid-Term Review is to provide the Government of Ghana, the World Bank and interested stakeholders with an independent assessment of the performance and outputs towards achieving the PDO.

Specific Assignments
The specific assignments for the Mid-Term Review are to:

    i). Provide a detailed review of the status of implementation of the Project;
    ii). Assess whether Project implementation is on track or not;
    iii). Identify emerging issues to address going forward with the Project implementation;
    iv). Determine the Relevance, Efficiency, Effectiveness, and Sustainability, of methods and mechanisms for implementing and managing the Project;
    v). Identify Project outputs within the implementing MDAs;
    vi). Assess the capacity of the Implementing MDAs; and
    vii). Present key findings and recommendations at a Mid-Term Review Meeting of stakeholders.

Key Findings of the Review

Component 1: Institutional Reform and Organizational Change

Sub-Component 1a. Legal Reform Program

The revision of the existing Statistics Law, PNDCL 135 of 1985 and preparation of a new law to govern the whole NSS began in 2012 and has gone through a series of revisions and re-submissions since 2013. The last revision of the "Statistics Bill 2015" has been with the Cabinet since June 2015 for approval and onward submission to Parliament for consideration. Further delays may be anticipated due to the up-coming general elections, subsequent inauguration of a new Parliament, formation of sub-committees and a new Cabinet that would review the draft Bill. The GSS Governing Board and Management should lobby Government and Parliament to expedite the passage of the Statistics Bill into the proposed Statistics Law.

Sub-Component 1b. Organisational Change of GSS

A new GSS Organisational structure made up of 11 directorates has been developed out of the existing 11 divisions and implemented since January 2015. The GSS staff have been mapped and re-posted onto the new structure reducing the total number from 532 to 385 and will be reduced further to 318 when the 67 staff who did not qualify under buy-out reach their retirement age. Twenty-eight GSS staff have also been integrated into the LGS under the re-deployment exercise while 54 staff have benefitted from the buy-out programme. The GSS Scheme of Service and Job Description are on hold pending the GSS review of some areas, notably, the qualification for positions of Senior Statistician and above.

Component 2: Enhancing Capacity

Sub-Component 2a: Enhancing Capacity of GSS and MDA Statistical Units

Staff Training

Many long and short term training programmes and workshops have been undertaken by staff of GSS and MDAs between 2014 and 2016 under the Project. To date, Twenty-six GSS staff have been sponsored for Masters' degree programmes in relevant areas (statistics, mathematics, economics, population studies, geography, etc). Again, the total number of GSS and MDAs staff and others who have received various training (short courses, training workshops, study tours etc.) under the Project as of December 2015 is 955, of which 733 (76.8%) are males and the remaining 222 (23.2%) are females. The 955 includes double counting of staff that have participated in more than one programme. The training has focused on Basic Statistics, Demographic Analysis (using Spectrum, q-five, mortpack and other Demographic Spreadsheets), Data Management and Statistical Analysis using STATA/SPSS and Project management. Some staff in some MDAs have no background in

statistics and have not benefitted from statistical training workshops organized under the Project. The MDAs should be lobbied to assign staff with statistical background to the RSIM to ensure effective statistical activities within the RSIM Directorates.

Sub-Component 2b: Improving Statistical Framework

Master Sampling Frame

The GSS has in place a "sampling frame" but not a "Master sample frame (MSF)". In the Project Appraisal Document (PAD), GSS is to develop a MSF on which future surveys would be based. This has not been done.

Digitized Enumeration Area (EA) Maps

The GSS has completed cartographic mapping of all EAs in the 216 administrative districts in the country. Currently, close to three-quarters of the EAs have been digitized and work on the remaining 10,000 EAs is on-going.

Central Business Register

The GSS has developed a Central Business Register containing 638,392 establishments from the Phase I of IBES.

Agricultural Survey Sampling Frame

A credible and up-to-date agricultural sample frame is yet to be developed because an agricultural census has not been conducted since 1985. Though a pilot agricultural census was carried out in August 2014, the main field work could not take place in October 2014 as planned due to lack of funds.

Provision of ICT Infrastructure (LAN/WAN connectivity)

The GSS has installed Local Area Network (LAN) in all the office locations in the Regions and the Head Office. Only the Western Region is not connected to WAN at GSS Head Office due to NITA's inability to provide the uplink service to enable WAN connectivity.

Information and Communication Technology Security Policy

Information and Communication Technology Security Policy has been developed and approved to guide the decision to maintain the principle of confidentiality, integrity, availability and reliability (CIAR) of information systems at the GSS. Data Recovery Plan (DRP) is being developed to help the implementation of business continuity plan and also safeguard data and information.

Data Collection Tools (PDAs and GPS)

GSS is moving from paper-based to electronic-based data collection. The use of Tablets, GPS and programmable calculators for data collection and transmission has been introduced. The Tablets have been used by GSS in a number of surveys, notably, the LFS, Domestic Violence Survey and is now being extended to the CPI price data collection. MOFA has also used the Tablets and GPS supplied by the Project to collect agricultural data. In all, eighty Tablets have been purchased and distributed to GSS (60) and MOFA (20) while about 300 GPS have been purchased and distributed to MOFA (250) and the remaining 50 to GSS. In addition, 100 programmable calculators have been supplied to MOFA.

Sub-Component 2c: Physical Infrastructure and Equipment

Physical Infrastructure

The physical infrastructure distributed include desks and chairs, air conditioners, refrigerators, curtains, etc. some of the items distributed to some MDAs are still in their store rooms as the office rooms and/or floor space available to the Project staff are inadequate and already congested. The GSS Management should lobby Chief Directors of the MDAs for adequate number of office rooms and/or floor space to enable them take advantage of the physical infrastructure distributed under the Project.

Vehicles

A total of 35 vehicles have been purchased and distributed to GSS and the MDAs as of 31 May, 2016. The types of vehicles purchased are pick-ups (26), including 10 mobile registration vehicles, Cross country vehicles (7), and saloon (2). Altogether, GSS received 10, MoTI (3), MLNR (2), MoE and MELR received 2 each, while MGCSP, MoFA, MoH and MoF received one each. Ten mobile registration and two cross country vehicles went to BDR. MGCSP received a pick-up and wished for a 4X4 vehicle which to them is more appropriate to monitor field work. An additional 4X4 pick-up vehicle has been ordered for the GSS.

Equipment

Equipment purchased and distributed to the GSS and the MDAs are: Desktop computers (130); UPS (60); Tablets (80); GPS (300); Servers (6); LaserJet printers (40); Tape backup autoloader (1); Laptop computers (9); Projectors (23); Document scanner (34); Photocopiers (18); and assorted furniture. Over 100 laptops have also been awarded on contract to be supplied to the implementing MDAs. MoTI requested for two (2) executive tables which were purchased and delivered. Now they want to have them replaced with smaller tables to furnish a new training room.

Component 3. Data Production and Dissemination

Sub-Component 3a: Data Production

The GSS has developed a long term census and survey programme covering 2010 to 2025. Since 2014 two censuses have been conducted: Integrated Business Establishment Survey (Phase I completed, Phase II ongoing) and the Annual School Census (2014/15 and 2015/16).

Six Surveys have been carried out: GDHS, LFS, User Satisfaction Survey, Crime Victimization Survey, Maternal Death Survey and Post Annual School Census. The GLSS7 is also planned for 2016.

Four surveys were not funded directly by the Project but equipment supplied by the Project and GSS staff trained by the Project facilitated their execution. They include: Reproductive Health Commodities and Services Survey, Family Life and Health Survey, Food Security Survey, and Multi-Round Crop and Livestock Survey.

Administrative Data

The MDAs compile mainly administrative data. The administrative data are not published except those complied by MoFA, MoTI, MELR and MoE.

Reports Produced

Reports produced and partly/fully financed by the Project include:

- Poverty Profile (from GLSS6) (GSS);
- Poverty Mapping (from GLSS6 and 2010 PHC) (GSS);
- Business Register, Summary Report, Job Creation and Employment reports (from IBES Phase I) (GSS/MoTI);
- Statistical Report 2014 (MELR);
- Agriculture in Ghana: Facts and Figures 2013 (Expanded) (MoFA);
- Trade Direction 2011 and 2012 (MoTI);
- School Statistical Yearbook 2014/2015 (MoE);
- Monthly and Annual External Trade Statistics (GSS); and
- Quarterly and Annual Statistical Reports (BDR).

Sub-Component 3b: Dissemination

Statistical products are disseminated through several ways: hard copies (publications, books, computer printouts, leaflets, etc.); soft (CDs, pen drives, etc.), websites, public launching and press releases. The GSS website is operational and all statistical products are uploaded onto the site. Since February 2016, GSS has adopted an open data policy that

enables users' free access to anonymized micro data through the internet instead of the previous policy of charging the users.

Component 4: Project Management, Coordination, Monitoring and Evaluation

To ensure that GSS' institutional capacity in project management, coordination, monitoring and evaluation, including preparation of project reports, processing of contracts and tender evaluation are strengthened and well developed, some key activities have taken place under the Project.

Under the new Organisational change that came into effect in January 2015, a new Directorate called Coordination and Programme Management Directorate (CPMD) has been established. Three of four units under this Directorate deal with: statistical coordination and capacity building; programme planning and budgeting; programme monitoring and evaluation. The establishment of the CPMD therefore strengthens GSS capacity in project management, coordination, monitoring and evaluation.

In addition to the CPMD, other institutional arrangements including the setting up of the National Statistical System Steering Committee (NSSSC) and Project Technical Committee (PTC) are in place to oversee the effective management of the Project.

AWPs of MDAs and GSS are prepared at the beginning of each year with the support of the Project Secretariat provided by the CPMD. The draft AWPs are reviewed and approved by the PTC and NSSSC. The meetings of both the NSSSC and the PTC have been regular and reports of meetings produced. Annual reports, training reports, minutes of meetings pertaining to the Project have been collated and produced.

Project Financing

As at 30th April 2016, an amount of US$22,367,174 had been spent on the Project out of the US$37,350,000 available. This gives the Project utilization rate of 60%. MoE has utilized 136%; GSS 63%; MoTI 52%; BDR Registry and MoFA 48% each followed by MoH which has utilized 47%. MLNR has utilized about a third (32%) and MELR about a quarter (25%) of the amount allocated to them. MGCSP has utilized less than 15% and MoC has utilized only 2% of the funds allocated to it.

Annual Work Plans

On planned activities (2014-May 2016), GSS has covered 83.1% followed by MoE (71.1%); BDR 58.8%. The coverage of planned activities of MLNR (42.9%), MELR (41.9%) and MoFA (37.5%) is low while the coverage of MGCSP (28.8%) and MoTI (24.8%) is very

low. The coverage of MoC (4.7%) is extremely low with the MoH carrying out only one activity (Maternal Death Survey).

NACPUS

As an advisory body, NACPUS provides a forum for statistics producers and users to match statistics production and utilization. i.e. what is produced and what users need. NACPUS existed for a number of years and became dysfunctional. Under the Project, NACPUS is to be re-activated. The process has started with the preparation of a ToR which is being reviewed by the Project Coordinator.

Procurement

The procurement of goods and services has been centralized. At the beginning of each year the Procurement Unit of the GSS prepares the Procurement Plan based on the AWP. Procurement of goods and services has encountered some challenges which have partly caused some delays in supplying GSS and MDAs their requirements for effective implementation of the Project. The challenges include: delay and the poor quality of specifications of goods, poor quality terms of reference (TORs) for consultants' services, delays in submission of requests. On few occasions, the procurement process had to be re-initiated.

To a large extent, the Project implementation has been on track and methods, mechanisms and management have been relevant, efficient, effective and sustainable.

Lessons Learnt

Certain activities in the GSDP cannot be implemented and completed successfully and on time since GSS has no control over the entire stages of the activities. A typical example is the Legal Reform Programme for which a New Statistics Bill is still with Cabinet for approval for Parliament's consideration.

There are some delays in the procurement of goods and services due to the inability of service providers to deliver on time. To forestall this, GSS Tender Committee should avoid suppliers who fail to supply on time and engage proven and credible suppliers.

Cooperation and collaboration between GSS and MDAs have been effective which has enabled MDAs undertake some activities e.g. surveys which they would not have been able to do by themselves.

The contents of the AWPs of some of the participating MDAs are mostly geared towards monitoring and evaluation and not directly for data production and dissemination. This is partly due to the focus of some MDAs on policy and not on data collection.

The MDAs consider the RSIM units as less important and hence staff the units with people who do not have the requisite statistical background. There are constant changes in the RSIM unit team which bring about unfamiliarity and poor understanding of the Project implementation methods and procedures. The PAD has not been read and understood properly by many of the MDA staff participating in the Project.

Way forward

The review work on the GSS Scheme of Service and Job Description should be expedited. It will enable staff of directorates to know exactly their job functions and tasks.

The Monitoring Result Framework should be updated half-yearly and circulated to all participating MDAs. The content of the MRF is not easy to understand. GSS should explain the content properly to the MDAs to enhance understanding.

The centralised training is cost effective, however, the Project managers should ensure that the selected training programmes are indeed geared towards the production of statistics. Where a few individuals require specialized training, the Project should assist them to undergo such training.

Agricultural census need to be organized as soon as possible. Therefore every effort should be put in place to solicit funding for it.

Some of the RSIM Directorates participating in the Project on behalf of MDAs are not showing interest. Such MDAs should rather be represented by agencies. For example, Ghana Health Service should represent MOH and NCA should represent MOC.

The amount remaining for the Project is less than US$15m. The actual amount will depend on the exchange between the SDR and the US Dollar. The funding position will require that the Project focuses on specific areas and most importantly on staff capacity building and quality data production and dissemination.

Introduction

1.1 Project Background

The Ghana Statistical Service (GSS) and nine other Ministries, Departments and Agencies (MDAs) are participating in the implementation of the Ghana Statistics Development Project (GSDP). The participating MDAs are:

- The Ministry of Education (MoE)
- Ministry of Health (MoH)
- Ministry of Lands and Natural Resources (MLNR),
- Ministry of Employment and Labour Relations (MELR),
- Ministry of Trade and Industry (MoTI),
- Ministry of Gender, Children and Social Protection (MGCSP),
- Ministry of Communications (MoC),
- Ministry of Food and Agriculture (MoFA) and
- The Births and Deaths Registry (BDR).

The GSDP (Project) is part of the Government's national strategy for the development of statistics. The objective of the Project is to strengthen the national statistics system (NSS) in the production and dissemination of timely and robust statistics relevant for evidence-based policy-making and other uses. The GSDP became effective on 28 April, 2014 and will close to 30 June, 2018. The Project is co-financed by the Government of Ghana under the International Development Association (IDA) Credit of US$30 million and Statistics for Results Facility-Catalytic Fund(SRF-CF) Grant of US$10 million. The World Bank is managing the funds. The Mid-Term Review is to provide the Government of Ghana, the World Bank and interested stakeholders with an independent assessment of the performance and outputs towards achieving the Project Development Objective (PDO).

1.2 Scope of Assignment

The assignment for the mid-term review of the Project is to:

i). Provide a detail review of the status of implementation of each of the four components of the project;

ii). Assess whether project implementation is on track or not;

iii). Identify emerging issues to address going forward for the remaining period of the Project implementation;

iv). Identify and determine relevance, efficiency, effectiveness and sustainability of methods and mechanisms for implementing and managing the Project in compliance with Project requirements and procedures;

v). Identify project outputs within the implementing MDAs;

vi). Assess the capacity of the Implementing MDAs of the Project; and

vii). Present key findings and recommendations from the Mid-Term Review at a meeting of stakeholders.

1. Approach to Mid-Term Review

The approach to the mid-term review was as follows:-

2.1 Review Relevant Documents

1.   The relevant documents on the Project reviewed are presented in Appendix 1.

2.2 Discussions with Selected GSS/MDA Staff

2.   Several people connected with the project were identified for discussion on aspects of the Project implementation. They included the Project Coordinator at GSS and his team, coordinators and some members of the implementing MDAs, some Directors of the GSS, etc (Appendix 2). For consistency in the discussions with the coordinators of the MDAs, a checklist of questions was developed (Appendix 3).

3.
2.3 Presentations on initial findings to stakeholders

4.   Two PowerPoint presentations of the uncompleted midterm review report drafts were made on 26th May 2016 and on 1st June 2016 to GSS Directors and staff, the World Bank representatives, coordinators and staff of participating MDAs, representatives of Ministry of Finance (MOF) and the National Development Planning Commission (NDPC) (Appendix 4a and 4b). The presentations provided opportunities to gain some insights into the implementation status of the Project, some emerging issues, lessons learnt and the way forward in the project implementation.

3. Findings of the Mid-Term Review

3.1 Status of Project Implementation

The Project is implemented in four components and a number of sub-components. The findings on the status of implementation are therefore presented by component.

3.1.1 Component 1. Institutional Reform and Organizational Change

This component focuses on the development of a comprehensive legal reform programme for Ghana's National Statistical System (NSS) through the revision of existing law and preparation of a new law to govern the whole NSS, defining the roles and responsibilities of the GSS, its reporting structure, functions and autonomous status. The component also deals of stakeholders, the reform of GSS human resource management framework through the review of the organizational structure, repost of staff onto the new structure and implementation of redeployment and buyout programmes for staff.

   i.   **Sub-component 1a: Legal Reform (Statistics Law)**

The existing Statistics Law, PNDCL 135, 1985 does not effectively address the roles and responsibilities of GSS, MDAs and other bodies that produce and distribute statistics in the country. To address the central role and responsibilities of GSS in relation to MDAs and the

others that produce and disseminate statistics, a Statistical Bill has been prepared. The revision of the PNDCL 135 and the preparation of a new NSS law started in 2012 and has gone through a series of revisions and re-submissions since 2013 (Appendix 5). The last revision of the "Statistics Bill 2015" has been with the Cabinet since June 2015 for approval and onward submission to Parliament for consideration.

Implementation of this sub-component, particularly the passage of the New Statistics Bill, may delay further if not approved by Cabinet and passed by Parliament by end of the third quarter of 2016, due to the up-coming general elections in November 2016. The inauguration of a new Parliament and the formation of Parliamentary sub-committees may necessitate the review of the Bill by the New Parliament. The GSS Governing Board and Management should lobby Government and Parliament to expedite the passage of the Statistics Bill into the proposed Statistics Law.

i) Sub-component 1b. GSS Organisational Change

The GSS has undertaken substantial organisational changes which entailed the following:

- Re-designing and Organisational structure GSS;
- Determining the staff requirements for the new structure (number and skills);
- Assigning qualified staff to positions in the new organisational structure (organogram);
- Identifying opportunities for re-deployment and staff eligibility.
- Identifying opportunities for outsourcing
- Recruiting staff to fill vacancies
- Developing and implementing a staff buy-out programme
- Instituting a staff capacity development programme.

a. New Organisational Structure

A new GSS organogram has been developed and implemented since January 2015. The Government Statistician has two deputies one for technical operations and the other for services. There are eleven directorates - five technical and six services (Appendix 6). Four of the five technical directorates are directly involved in data production. These are: Economic Statistics, Social and Demographic Statistics, Survey Organization and Census and Regional Offices.

b. Staff Distribution on the New Organogram

GSS staff have been mapped and re-posted onto the new structure reducing the total from 532 in 2013 to 385 in 2015 and will be reduced further to 318. The 67 which are currently on the staff list will leave as they retire within five years.

The staff are distributed among the five technical directorates as follows:- Economic Statistics (25), Social and Demographic Statistics (19), Survey Organization and Census (25), Coordination and Programme Management (17) and Regional Offices (103). The total staff in the five technical directorates is 189 and the remaining 112 are in the services directorates. The

GS Office has 3 staff, 4 in the offices of the DGSs, Procurement office has 5, and Internal Audit has 5. Curently, however, there is no Board Secretary and the Head of Procurement does this job in an acting position. Under the new organogram, the total number of staff in the technical directorates is more than that in the services directorates. The percentages of staff allocated to the technical directorates and services directorates are 62.3 percent and 37.2 percent, respectively.

c. Staff Re-deployment

The organisational change resulted in 28 staff re-deployed to the Local Government Services (LGS). The re-deployment to the LGS was to strengthen the statistical units of the MMDAs.

To ensure that those who are re-deployed can work effectively requires that the statistics units of the MMDAs are properly established and adequately resourced. These are doubtful. It may be necessary for GSS to investigate the extent that the statistics units of the MMDAs are established and functional (office space, equipment, statistical software, etc.). Otherwise, the staff re-deployed to the MMDAs will become frustrated and leave; - a probable loss to the development of the National Statistical System.

d. Outsourcing of Activities

Two areas where outsourcing services are anticipated are i) cleaning services and ii) security services. These services can easily be contracted in the country. Terms of reference for outsourcing cleaning and security services have been prepared. This is to be reviewed before submission to the World Bank for clearance.

Another area where outsourcing can be considered is hiring of vehicles for field work. This has occurred before during the 2010 Population and Housing Census (PHC) and the 2011 Multiple Indicators Cluster Survey (MICS). Out sourcing of vehicles will become necessary when the drivers in the system reach their retiring age and they are not replaced partly due to the freeze on employment in the public service. However, with clearance from MOF and approval from PSC some needed staff can be recruited.

e. Staff Recruitment

With the new GSS structure, specialized skills were needed to fill vacancies. Consequently, some recruitment has taken place with approval from the Public Services Commission. Those recruited a little over a year ago are IT Director, Human Resource Director, Director of Administration and Director of Finance.

The staff who are re-deployed cannot be re-engaged by the GSS until after two years. There is also a ban on employment of certain categories of staff. Any such vacancies that become available will have to be filled by training some of the existing staff.

f. Staff Buy-Out

The staff buy-out programme is completed. The number of staff bought-out was 54. The buy-out programme entailed the following:

- Preparations of buy-out manual,
- Computation of staff entitlements,
- Recruitment of an independent auditor to audit the buyout documentation,
- Consultants to counsel the staff to go on the buyout,
- Consultants to provide training on entrepreneurship/investment opportunities; and
- Sensitization of the staff involved in the buy-out.

The buy-out staff cannot be re-engaged by GSS until after two years if indeed it becomes necessary to re-engage some of them.

g. Retirement of Professional Technical Staff

By the end of the Project period (30 June, 2018), about one-third to half of the key professional staff at the GSS involved in data production would have retired. It would be necessary for the GSS Management to lobby Government for their replacement to avoid vacuum in professional positions.

h. Scheme of Service and Job Description

"Scheme of Service" and "Job Description" documents have been prepared following the organisational change and re-posting of staff. They have been submitted to the Public Services Commission (PSC) for approval. However, the process of completing the two documents is on hold pending the GSS review of certain areas, notably, the qualification for positions of Senior Statistician and above.

Thus, with the exception of the Scheme of Service and Job Description documents, all other activities under this sub-component have been completed.

3.2. Component 2: Capacity Building

This component focuses on three sub-components:
  i.   Enhancing capacity of staff GSS and MDA statistical units,
  ii. Improving the statistical framework, and
  iii. Improving physical infrastructure and equipment.

3.2.1 Staff Capacity Development

i. Masters' Degree Studies

It is GSS policy that all staff especially, in the technical directorates must have a minimum academic qualification of Masters' degree. Thus, the staff who do not have the minimum qualification are being sponsored in batches to pursue relevant courses for Masters' degree. There are over 100 technical staff who need to study for Masters, degree.

The plan of sponsorship, first implemented in 2014, is to let 20 staff go for training each year. Of this number, allocations are made to relevant subject areas. Staff apply for sponsorship individually, irrespective of disciplines covered by the sponsorship. Where more applications are received over and above existing vacancies in an area but few in others, allocations may be modified for that year. Nonetheless, in 2014, 10 staff were sponsored, 19 in 2015 (Table 1) and 7, so far, in 2016. Some of the staff sponsored have completed their studies and come back.

Table 1: Masters' Degree Sponsorship Allocation (2015)

Subject Area	Number of Places	Sponsored
Economics	5	4
Statistics/Mathematics	5	7
Pop. Studies/Demography	2	2
Geography/GIS	2	0
Sociology	2	2
IT/Computer Science	1	1
Administration related courses	1	1
Human Resource related courses	1	1
Accounting/Finance	1	1
Total	**20**	**19**

Source: GSS: GSDP Annual Report 2015

If the sponsorship of staff for Masters' degrees is financed under the Project, then the number sponsored each year should be reviewed so as to clear the backlog before the Project ends in June 2018.

ii).   **Short Courses, Workshops and Study Tours**

Many short courses, training workshops and study tours have been undertaken for GSS and MDA staff to enhance their capacities (Appendix 7). Areas of training have included the following:

- questionnaire design,
- sampling techniques,
- research methodology,
- report writing,
- survey methods,
- application of data collection tools (CAPI) and techniques,
- data management,
- data analysis using SPSS and STATA computer software,
- Microsoft Lync, Outlook and Share Point,
- Monitoring and Evaluation,
- Vital statistics.

In addition, a few staff of GSS have received training as trainers who can train GSS and MDA staff when the need arises. For example, training of trainers in CsPro Android Application.

Between June 2014 and March 2016 the total number of GSS and MDA staff and others who received various training under the Project is 955, of which 733 (76.8%) are males and the remaining 222 (23.2%) are females. The 955 includes double counting of staff that have participated in more than one programme. The proportions of males and females probably reflect the number of males and females in the statistical system.

The training needs of the GSS and MDAs are indicated in their respective AWPs. However, some of the training programmes proposed and approved in the work plans of some MDAs could not come on for various reasons, such as, delays in organizing the training programme, particularly, delays by MDAs in providing terms of reference (TOR) for resource persons for training workshops. In some cases, staff of some MDAs who need a particular training as indicated in their Annual Work Plans (AWPs) are few, one or two, making the training programmes not cost effective to organize.

Some of the staff in the MDAs' statistics units have no training in basic statistics. Consequently, such staff who go for training do not benefit from the statistically oriented short courses and workshops. There is a need for the MDAs to post staff with background in basic statistics into the RSIMs units. The RSIMs are established as a policy of government. Therefore, the Office of Head of Civil Service (OHCS) should be lobbied by GSS through Chief Directors and Ministers for MDAs to recruit persons with at least basic statistical background into the RSIM units.

Staff Trained

The GSS and MDA staff have received including training for Masters' degree in relevant courses in Statistics and Demography (36), Exports and Imports data and Computation of Terms of Trade (27), Poverty Mapping (21), Data Management and Statistical Analysis using STATA/SPSS (20), Demographic Analysis Software (Spectrum, q-five, mortpack and other Demographic Spreadsheets) (16), Research Methodology and Report Writing (11), Data Management and Survey Research Methods (5), Android Mobile Application Development (3), and Civil Registration - Births & Deaths Registration (study tour) (6), Macroeconomic Analysis (2), Modelling & Forecasting for Policy (2), Economic Census in the US Bureau of Census (2), Basic Statistics (36), Econometrics and Research Methods (2), Survey Programme for Sampling Statisticians at the Michigan University Summer Institute, USA (2) and Fundamentals of Macroeconomic Analysis (2).

3.2.2 Statistical Framework

Statistical framework is very important for quality data production. Among the statistical framework developed/or to be developed are:

    i.   Master Sampling Frame;

ii. Digitization of Enumeration Area Maps;
iii. Central Business Register;
iv. Agricultural Survey Sampling Frame; and
v. School Survey Sampling Frame.

i.   Master Sampling Frame

The GSS has in place a complete "Sampling Frame" but not a "Master Sample Frame (MSF)" which is a sub-set of the complete sampling frame. In the Project Appraisal Document (PAD, page 43), GSS is to develop a MSF on which future surveys would be based. This has not been done yet. Thus, each time a survey is to be carried out, a sample has to be drawn from the entire EAs from the Population and Housing Census. From the EAs, a list of selected households is to be compiled from which a sample of households is taken.

With a MSF, however, anytime a survey is to be conducted, there is no need to draw a sample from the entire frame but from the master sample which has been properly developed from the "sampling frame". For instance, from a list of approximately 38,000 EAs, one may take a master sample of 10,000 EAs so that in conducting Ghana Living Standards Survey (GLSS), for example, a sample of 1,200 EAs would be drawn from the master sample. The remaining 8,800 EAs is available for other surveys. For example, Ghana Demographic and Health Survey (GDHS) may take 800 EAs from the remaining 8,800 EAs in the MSF, leaving a master sample size of 8,000 EAs for other surveys and so on. Any time a sample is drawn, it is not put back in the master sample except in panel surveys, where half of the sample taken is put back.

To determine the size of the master sample, it is important to know all the surveys to be carried out in the inter-censal period during which period the master sample, based on the previous population census, remains unchanged. A new MSF is developed after each PHC. Master sample is necessary for regular surveys in the inter-censal period, such as GLSS, DHS, etc. It facilitates survey organisation, reduces cost and is easier and faster to update[1].

ii.   Digitization of Enumeration Area Maps

GSS has completed cartographic mapping of all enumeration areas (EAs) in the 216 administrative districts in the country. About 30,000 of the EAs have been digitized and work on the remaining 10,000 EAs is on-going.

The digitization includes reconciliation of EAs and the new district boundaries. The digitization activities have been slower than expected due to irregular electricity supply and lack of funds to buy fuel to power the available generator. The electricity problem can be resolved through the provision of funds to purchase fuel for the generator.

iii.   Central Business Register

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[1] United Nations Statistics Division (2005), *Designing Household Survey Samples: Practical Guidelines* Series F No.98, United Nations, New York.

A Central Business Register (CBR) has been developed by GSS following the completion of the first phase of IBES which was a census of all business establishments in the country. The Social Security and National Insurance Trust (SSNIT) Register, Ghana Revenue Authority (GRA)-VAT Register and the Registrar General's Register were reviewed to ensure that all establishments had been covered in the IBES.

With this a CBR is now established at the GSS. What needs to be done is an arrangement to ensure that the register is regularly updated.

iv.   Agricultural Survey Sampling Frame

MOFA conducts a number of surveys each year and contribute to a number of national indicators for the national accounts and monitoring food security and nutrition in the country. Under the Project, MOFA is expected to develop an agricultural survey sampling frame. To do this, requires an output of agricultural census which has not been carried out for a long time. In fact, the last agricultural census was carried out in 1985/86. Agricultural census is usually earmarked to be conducted within a year after each PHC. A pilot agricultural census was carried out in August 2014 but the main field work could not take place in October 2014 as planned due to funding problem. Renewed efforts are being made to mobilize funds to conduct an agricultural census before the end of 2017. This probably would not come on as postponement has gone on several times since the 2000 Population Census.

v.   School Survey Sampling Frame

A school census was carried out for the 2014/2015 academic year. A school survey sampling frame has been developed from the school census.

3.2.3 Software, Tools, and Databases

i). **Tools and Devices for Data Capture and Transmission**

GSS and MOFA are moving from paper-based to electronic-based data collection methods. The use of Tablets for data collection and transmission has been introduced. The Tablets have been used in a number of surveys by GSS particularly: the LFS, Domestic Violence Survey and is currently being extended to the CPI price data collection. MOFA has also used the tablets, programmable calculators and GPS supplied by the Project to collect data. With this, precise farm area measurements have been made easier. The tablets and GPS will also be used in the upcoming surveys such as the GLSS7.

ii). **Database**

The GSS has in place at its data centre, statistical databases, namely, the GhanaInfo, CensusInfo, IMIS, ADP and COUNTRYSTAT which are updated continuously. These databases were, however, not financed by the Project. Some MDAs also have databases e.g. MoE (EMIS), MoH (Health Matrix). These two databases have not been financed under the Project. MELR is planning to develop a database which will be called the Labour Market

Information System (LMIS). The establishment of this database will be financed under the Project.

iii). Website

All the participating MDAs have websites. The MoE has uploaded its 2014/15 census report onto their website. The Project also paid for the hosting of a website and internet connectivity for the Statistics, Research and Information Directorate (SRID) of MOFA.

iv). Information and Communications Technology (ICT) Connectivity

The ICT component of the Project implementation includes the following:

- a.   ICT infrastructure (LAN/WAN connectivity);
- b.   ICT Equipment and peripherals (computer hardware and software);
- c.   Enhancing management information system of GSS;
- d.   Improving data collection tools (PDAs and GPS); and
- e.   Complementary activities (ICT skills training).

a. ICT Infrastructure (LAN/WAN connectivity)

GSS has installed Local Area Network (LAN) in all the office locations in the Regions and Head Office. With the exception of Western Region where the National Information and Telecommunication Agency (NITA) has not yet provided an uplink service to enable WAN connectivity, the other nine Regional offices are linked to the head office via WAN connectivity. The head office and the nine regional offices also have a dedicated 24-hour internet service which enables staff to communicate, transfer data and do research.

However, there are some challenges. There are faulty Ethernet ports in some rooms in the head office. A process is on-going to resolve the issue to optimize functionality. There are also electrical power surges which cause damage to the network switches. Thirteen (13) switches have so far been damaged. The Architectural Engineering Services Limited (AESL) has been invited to conduct assessment on the electrical installation at the head office and submit report for necessary action.

b. ICT Peripherals

Plans are on-going to acquire network-based statistical licensed software (SPSS and STATA). The process is at procurement phase. NITA is also trying to get bulk license for Microsoft package but is finding it difficult to get the minimum number to kick start the negotiation. GSS probably need to move ahead to get the required Microsoft Packages for the Project.

c. Management Information System of GSS

A committee was formed to assess the existing GSS website which informed the development of TOR to revamp the existing website. Currently a contract has been awarded for the development of a new portal which will meet the needs and expectations of stakeholders. This

new website portal will have provision for interfacing with other MDAs for data / information integration.

According to IT Director, a second committee is also in the process of developing a TOR focusing on data governance which will lead to the development of statistical data management solution.

Presently, about 80 percent of the GSS staff use the corporate e-mail facility for messaging and Microsoft Lync for instant messaging. This has been in place since 2015.

d. IT Security

IT security policy has been developed and approved to guide the decision to maintain the principle of confidentiality, integrity, availability and reliability (CIAR) of information systems at GSS. Data Recovery Plan (DRP) is being considered for implementation to secure data / information stored in GSS network.

e. Linkages of GSS and MDAs Databases

A process is on-going to harmonize web portals of GSS and the MDAs to enable their effective linkages. This process is expected to be completed in about 6 months.

f. ICT Skills Training

Three staff have been trained in CsPro mobile version at US Census Bureau, USA. The training has enabled GSS to develop digital questionnaires on mobile devices for surveys without external consultant. There is a need, however, for further training to enhance skills for complex surveys. Further training is required in holistic mobile data collection solution other than CSPro.

3.2.4 Vehicles

To facilitate the work of the GSS and participating MDAs, the Project has procured a number of vehicles. As of 30 May, 2016, 35 vehicles have been purchased and distributed to GSS and the MDAs. The types of vehicles purchased are pick-ups (26), including mobile registration vans (10), Cross country vehicles (7), and saloon (2). Altogether, GSS received 10, MoTI (3), MLNR (2), MoE and MELR received 2 each, while MGCSP, MoFA, MoH and MoF received one each. Ten mobile registration vans and two cross country vehicles went to BDR. The distribution of the vehicles is shown in Table 2.

Table 2: **Distribution of Vehicles to GSS and MDA as of December, 2015**

GSS/MDA	Vehicle
Births and Deaths Registry	12
Min. of Gender Children and Social Protection	1
Min of Education	2
Min. of Employment and Labour Relations	2
Min Lands and Natural Resources	2
Min of Health	1
Min. of Trade and Industry	3
Min. Food and Agriculture	1
Ministry of Communications	0
Min. of Finance	1
Ghana Statistical Service	10
Total	**35**

Note: One pick up has been ordered for GSS which is yet to arrive
Source: GSS: GSDP Annual Report, 2015

The mobile registration vans given to BDR have been put to effective use as they have enabled the department to reach communities in 16 districts which hitherto had not been covered in terms of births and deaths registration.

3.2.5 Equipment

Several types of equipment have been purchased and distributed to GSS and MDAs as shown in Table 3. The GSS received some of all the equipment distributed except programmable calculators, desktop computers and UPS. They received all the laptops and for projectors, scanners and tablets they received 70%-75%. The Ministry of Food and Agriculture received all the programmable calculators, most of the GPS (83%) and some of the tablets (25%). The Ministry of Health received the bulk of desktop computers (40%) and UPS (37%). The B&D received the next highest proportion of desktop computers (23%) and UPS (22%). Eighty percent of the printers were received by MoTI, GSS and MLNR.

Table 3: Distribution of Equipment Items Under GSDP as at 2015

No	Item	GSS	MoTI	MoFA	BDR	MGCSP	MLNR	MELR	MoE	MoH	Total
1	Scanners	24			6	1		2	1		**34**
2	Samsung Tablets	60		20							**80**
3	Programmable Calculators			350							**350**
4	GPS	50		250							**300**
5	Software	50		110							**160**
6	Battery for Programmable Calculators	100		100							**200**
7	Photocopiers	8	2	1		1	2	2		1	**17**
8	Projectors	16	2			1			1	3	**23**
9	Laptops	9	-	-	-	-	-	-	-	-	**9**
10	Desktop Computers	-	15	-	30	6	10	4	15	50	**130**
11	UPS	-	15	-	30	10	10	4	15	50	**60**
13	HP Printers	10	12	-	1	1	10	3	1	2	**40**
14	Servers	4		1	3	2					**10**

3.2.6 Physical Infrastructure

The physical infrastructure purchased and distributed to GSS and the MDAs include furniture (Executive front desk, reception desk, swivel chairs, sitter conference chair, conference chairs, meeting tables, work stations, etc.), air-conditioners, curtains, and refrigerators. The distribution of the physical infrastructure is shown in Table 4.

Table 4: Distribution of Physical Infrastructure

No	Item	GSS	MoTI	MoFA	BDR	MGCSP	MLNR	MELR	MoE	MoH	Total
1	Air-Conditioners	70	4	8	1	1	5			1	**90**
2	Conference Table	3									**3**
3	Sitter Conference Chair	8									**8**
4	Conference Chairs	100									**100**
5	Meeting Table	1									**1**
6	Chairs	2									**2**
7	Refrigerators	23	3			2				2	**30**
8	Office curtains										

Source: GSS: GSDP Annual Report 2015

Also to be purchased in 2016 are the following: 44 executive l-shaped desk, one front desk, three reception desk, four-seater workstation and fabric sofa. There are some physical infrastructural items that have been requested by some MDAs but yet to be supplied. For instance, steel cabinet requested by the Gender Ministry and conference room tables and chairs. Some tables were purchased for some MDAs particularly MoTI but they want to be changed for training room tables.

Again some items distributed to MDAs are still in their store rooms mainly because they do not have office space to put them in e.g. MGCSP. Meanwhile, they have still put in a request for other items such as steel cabinet.

Generally the number of rooms and office space available to some of the project staff are woefully inadequate in some MDAs. In one MDA, three (3) of the staff on the project were sharing the room with two (2) desks and one desk top computer so that when they all report to work one does not have a place to work and the room is not large enough to accommodate another desk. In some RSIMs, furniture received have still not been assembled. The RSIM of the Ministry of Communications (MOC) has not received any equipment to date because they have either not fulfilled the procurement requirements or did not request any equipment.

The physical infrastructure, equipment, and vehicles distributed to the GSS and MDAs are expected to be labeled. All the vehicles have been labeled but none of the physical infrastructure and equipment have been labeled. Efforts should be made to label them.

The Management of GSS should sensitize the Ministers or Chief Directors of MDAs about the importance of statistics in their outfit, stressing the fact that the GSDP is providing equipment for the participating MDAs some of which are not taking advantage of because they do not have enough space. Therefore, it is important they provide the RSIMs with adequate space to accommodate the equipment.

3.3 Component 3. Data Production and Dissemination

5.   Poor dissemination and communication of statistical information, products and data were identified as a weakness. Improvements needed to be made to enable users to better access the information they need for their purposes in a timely manner and in a format that is appropriate to them. This component, therefore, supports the improvement of data collection, compilation, validation, management, analysis and dissemination of data in order to improve the access, timeliness and use of socio-economic data. It focuses on both enhancing existing statistics and increasing the range of statistics collected and how these are communicated and disseminated to users. There are two sub-components under this component: a) data development and management and b) dissemination, communication and outreach.

3.3.1 Data Sources

The main focus of the PDO is to strength the NSS to produce and disseminate timely and quality statistics relevant for evidence based policy-making. This involves administrative data and those collected through surveys and censuses. The GSS has developed a long term census and survey program to address data gaps and also provide indicators for monitoring the MDGs which ended in 2015 and the SDGs (the implementation of which has just began). The long term census and survey program covers the period 2010 to 2025 (Appendix 7).

Censuses

Since 2014 data collected through censuses are:

i.   Integrated Business Establishment Survey (IBES) (Phase I and II): (GSS/MoTI).
ii. Annual School Census 2014/15 and 2015/16); (MoE).

The Agricultural census planned for October 2014 has not taken place yet.

Surveys

Surveys carried out under the Project include:

- GLFS (GSS/MELR)
- Maternal Death Survey (GSS/MoH)
- Annual School Census (MoE)
- IBES Phase II (GSS/MoTI)

Surveys not directly funded by the Project since 2014

- Reproductive Health Commodities and Services Survey (GSS/GHS);
- Family Life And Health Survey (GSS/MGCSP);
- Food Security Survey in the three Northern Regions and parts of Brong Ahafo (GSS/ METSS-USAID); and
- MRCLS (SRID-MOFA)
- GDHS

Ongoing/Planned Surveys in 2016

- GLSS 7 (GSS);

Ongoing/Planned Surveys in 2016 **not directly funded by the Project**

- Maternal Health Survey (GSS/MOH/ European Union (EU) and Macro International);
- Malaria Indicator Survey (GSS/GHS);
- Teacher Absenteeism Survey (MOE) and
- Impact of School Feeding Programme on School Performance Survey (MOE)
- Surveys on Child Labour and Child Trafficking (MGCSP).

Administrative Data

The MDAs collect and compile mainly administrative data. MoTI collects administrative data on (a) external trade direction and (b) domestic trade. The MELR collects administrative data on national minimum wage, employment registration, employment creation etc. The MLNR collects administrative data on forest resources and revenue from forest. MoFA compiles administrative data from directorates of MoFA while the BDR is collecting administrative data on births and deaths. The MGCSP plans to collect administrative data on the aged, disability and women in public life.

Reports /publications

Reports produced by GSS and MDAs under the Project include:

- Poverty Profile (GLSS6);
- Poverty Mapping (using GLSS6 and 2010 PHC data);
- IBES - Four reports released:- Business Register, Summary Report, Job Creation Report and Employment Report;
- Statistical Report 2014 (MELR);
- Agriculture in Ghana: Facts and Figures 2013 (Expanded) (MoFA);
- Trade Direction 2011 and 2012 (MoTI);
- School Statistical Yearbook 2014/2015 (MoE);
- Monthly and Annual External Trade Statistics (GSS); and
- Quarterly and Annual Statistical Reports (BDR).

MDAs should seek GSS inputs in the production of statistical reports.

3.3.2 Data Development

A lot has been done under the Project to enhance data development especially at GSS. These include systematic training in new data collection methods, data processing, data analysis, report writing skills etc.

ii. Questionnaire Design

Workshops have been organized to train GSS and MDA staff on Android Mobile Application. Seven people received 4-day training in Android Mobile Application Development in June 2014 in Ghana. Three people received a 2-weeks training in CAPI in the US Census Bureau in June 2015.

iii. Data Capture and Transmission

New methods have been introduced to enhance data collection and transmission. Computer assisted personal interviews (CAPI) are now in use. The questionnaire for data collection is designed in CSPro and loaded onto the tablets. Also SRID use tablets, programmable calculators and GPS for field measurements. This has enabled the SRID to increase the coverage of fields surveyed and have very precise measurements. Again, the GPS have been used extensively by GSS and SRID to geo-reference the area data collected. The Mbirth software funded by UNICEF with the support of TIGO telecommunications network has been introduced by BDR to capture information on births and deaths.

iv. Data processing

SPSS and STATA are the main tools for data processing. Some training workshop have been organized for the GSS and the MDAs staff in SPSS/STATA (Appendix 5) to ensure the effective use of these software. In some MDAs, official SPSS and STATA are not available. Some GSS/MDA staff who participated in SPSS/STATA workshops have these software installed on their private laptops but have not been able to install them on the office desktop computers. However, network-based SPSS is being considered at GSS.

v. Data analysis

Data analysis includes – calculation of weights, indicators, data presentation (tables, graphs etc.). Effort to improve data analysis has been made through training workshops (Appendix 5). Sixteen GSS staff participated in a 2-weeks training in "Demographic Analysis Software in Ghana in May 2015. Two people participated in 8 days training in Macroeconomic Analysis in Gambia in September 2014. Twenty people participated in a 12-days training workshop in "Data Management and Statistical Analysis using SPSS/STATA May/June 2015. Another two GSS staff participated in a 12-day workshop in "Fundamentals of Macroeconomic Analysis" in Nigeria in February 2016. Still data analysis is weak in both GSS and the MDAs due partly to inadequate training.

vi. Report Writing

This requires writing skills and knowledge of presentation techniques. One person from GSS participated in 7-day training in "Specialized Report Writing and Presentation Skills in Nigeria (July/August 2015). A total of eleven staff from GSS and MDAs participated in a 10-day short course on "Research Methods and Report Writing" at ISSER, University of Ghana in June 2015 (Appendix 5).

vii. Data Rebasing

Some indicators such as Consumer Price Index (CPI), Producer Price Index (PPI), Supply and Use Tables (SUT), Gross Domestic Product (GDP) and Prime Building Cost Index (PBCI) are to be rebased every five (5) years and the time is due for all of them. The rebasing of CPI has started following the completion of GLSS6. The data required to rebase the PBCI has been collected and work on the rebasing is ongoing. Rebasing of the PPI, SUT and GDP can only be done after the completion of the IBES II which is currently ongoing.

To do a good rebasing of the National Accounts i.e. GDP, linking the SUT to the National Accounts and agricultural input is required. This has to come from agricultural census which has delayed. In the absence of the agricultural census the data required is usually estimated.

3.3.3 Data Management

Data management can effectively be carried out where database is available. GSS and MOE have databases for data management. The MELR is also planning to set up a Labour Market Information System (LMIS). At GSS, efforts have been made for data storage, data security, data retrieval and data backup. These measures are adequate for data management in GSS and such are necessary for all the MDAs.

3.3.4 Dissemination, Communication and Outreach

i. Dissemination of Statistical Reports

Methods used by GSS to disseminate statistical information are:

- Publication (books, pamphlets)
- Flyers,

- Computer printouts
- Soft copy on CD, pen drive,
- E-mail,
- Website,

Though a comprehensive Data Dissemination Policy for the NSS has not been developed, since February, 2016, the GSS has adopted an open data policy that enables users' free access to anonymized micro data through the internet instead of the previous policy of charging the users.

The dissemination of the statistical products of the participating MDAs has been limited in scope, mainly for internal use. Furthermore, with the exception of the Ministry of Education (MOE) which has been able to upload the school census report on the website, the other participating MDAs have used hard copies as the main means of dissemination.

ii. Communication

The GSS communicates some of its statistical products with the general public through press releases (CPI, PPI and GDP). With the exception of these for which a release calendar exists, there is no release calendar to inform the public when the rest of its statistical products are to be released. GSS can include products of MDAs in the release calendar. The release calendar can enhance timely release of statistical products.

iii. Outreach

As part of outreach programme, the GSS uses the annual African Statistics Day celebration to sensitize the public on the importance, access and use of statistical information for planning and informed decision-making.

The MLNR and the MELR use sensitization to draw attention of their respective department heads and regional officers on the need to collaborate effectively in the collection of quality data and statistics for policy formulation.

The Statistical Literacy Programme which the GSS used to organize to reach out to the media, the CSOs, religious bodies, etc. which has stopped since 2009 should be re-visited and reintroduced. This will reduce the one-year interval in using only the African Statistics Day for outreach.

3.4 Component 4: Project Management, Coordination, Monitoring and Evaluation

Component 4 seeks to strengthen and develop GSS' institutional capacity in project management, coordination, monitoring and evaluation, including preparation of Project reports, processing of contracts and tender evaluation, coordination of participating MDAs, training of staff in Project management and implementation support, and related activities on Project management and implementation.
To ensure that these, are strengthened and well developed, some activities have taken place under the Project.

3.4.1 GSS Institutional Capacity for Project Management, Coordination, Monitoring and Evaluation

Under the GSS Organisational change that came into effect in January 2015, a new Directorate – Coordination and Programme Management Directorate (CPMD) - has been established. Three of the four units under the Directorate deal with activities which are relevant for the successful implementation of the Project. The units are:

   i.   Statistical Coordination and Capacity Building;
   ii. Programme Planning and Budgeting; and
   iii. Programme Monitoring and Evaluation.

6.   The CPMD consists of 17 staff members. The head of the Group is the Project Coordinator who reports to the Deputy Government Statistician (O). The establishment of the CPMD is to strengthen GSS capacity in project management, coordination, monitoring and evaluation. However, out of 17 staff in the directorate, only two (2) have benefitted from training in M&E at GIMPA in June – September 2014. Training should be organized for the other staff.

3.4.2 Preparation of Project Reports, Processing of Contracts and Tender Evaluation

a. Project Reports
GSS has experience in preparing project reports. However, in some instances, consultants are recruited to contribute in doing project reports. One person has participated in a 7-day "Specialized Report Writing Skills and Presentation Techniques" in July-August 2015 in Nigeria and 11 people have undertaken a 10-day short course on "Report Writing" in June-July 2015 at ISSER, University of Ghana. There is a need to train more GSS staff in project report writing.

b. Processing of Contracts and Tender Evaluation
Members of the Procurement Unit of GSS received training from the World Bank staff before the commencement of the Project on procurement, contract management and tender evaluation. The Unit processes all contracts and prepares tender evaluation reports. The tender evaluation reports are then submitted to the appropriate tender committees for approval.

c. Coordination of the Participating MDAs
Coordination of the participating MDAs including GSS directorates is carried out by the Project Coordinator and staff of the CPMD. The CPMD staff have been provided in-house training by the Project Coordinator and have been assigned as liaisons to the MDAs and the GSS Directorates to support them in the preparation of their project activity documents, monitor and report on the progress of implementation of their activities.

3.5 GSDP Institutional Arrangements for Implementation

Some institutional arrangements have been put in place to ensure effective project management, coordination, monitoring and evaluation. At the top of the institutional arrangement is the National Statistical System Steering Committee (NSSSC) followed in order by the Project

Technical Committee (PTC) and Programmes Development and Management Group (PDMG), now the CPMD.

The roles and responsibilities are clearly spelt out in the PAD and they have been effectively carried out. Meetings of both the NSSSC and the PTC have been regular and reports of meetings produced. The AWPs of MDAs and GSS are prepared with the support of the Project Secretariat. Also the AWPs are reviewed and approved by the PTC and NSSSC before they are submitted to the Bank for final approval. Annual reports, training reports, minutes of meetings pertaining to the project have been collated and produced.

NSSSC Membership, Roles and Responsibilities

The membership includes the Chairman of GSS Board who is also the chairman of the SC; Government Statistician; Director-General of NDPC, representative of the Bank of Ghana, representatives of external funding agencies; Chief Directors of participating MDAs and MoF or their representatives.

The Steering Committee oversees the implementation of the GSDP by providing policy direction, approving annual work plans and budgets, procurement plans and financial reports, promoting and publicizing the GSDP and implementation progress, advocating and lobbying for additional funding and promoting interagency collaboration, coordination and cooperation. The report available indicates that they meet twice in a year and report of each meeting is produced.

Project Technical Committee (PTC)

The Project Technical Committee is made 20 members drawn from the following: the MDAs project coordinators (9), GSS directors (10) and Deputy Government Statistician (DGS) (O) who chairs PTC meetings.

This committee reviews progress and addresses any critical issues affecting implementation, prepare and review the GSDP annual work plans and budgets, procurement plans, financial reports and monitoring and evaluation reports. It also provides a forum for sharing experiences and resolving technical issues. They meet twice in a year and report of each meeting produced.

Monitoring Results Framework

The Monitoring Results Framework (MRF) is very good but it is difficult to understand it. The Project should organize a special meeting to take the staff of GSS and MDAs through the MRF to ensure the understanding of it. There should also be a separate MRF for the MDAs which the Project Secretariat will compile and incorporate into the overall MRF.

4 Other Findings

4.1 National Advisory Committee of Producers and Users of Statistics (NACPUS)

As an advisory body, NACPUS provides a forum for statistics producers and users to match statistics production and utilization; i.e. what is produced and what users need. NACPUS existed for a number of years and became dysfunctional. Under the Project, NACPUS is to be re-activated. A process is in place to re-activate NACPUS. A ToR has been prepared and it is being reviewed for approval by Management of GSS.

4.2 Annual Work Plans

Work plans and budgets are developed annually by GSS and the MDAs to guide the implementation of the Project. The AWPs are first reviewed by the PTC and approved by the NSSSC before submitting the plans to the World Bank for final approval.

The Project Secretariat assists the MDAs in the preparation of the AWPs and budgets.

- Some of the approved activities were not carried out during the planned year.
- Also some items approved for procurement in the AWPs were not procured.
- Some activities of MOFA have been on hold awaiting the conduct of the agriculture census which has been pending since the 2000 PHC.

Many of the activities of the AWPs are not data production based. Going forward in the Project implementation, activities on the AWPs should be directed more at data production, capacity building in data production and dissemination.

Table 5 shows the percent of activities undertaken by the Sectors. As at 30th April, 2016, GSS had been able to cover 83.1% of its planned activities followed by MOE (71.1%); MOH (60.0%); and BDR (58.8%). The agencies which had not been able to cover up to 30% of planned activities are; MGCSP (28.8%), MoTI (24.8%). MoC had undertaken less than 5% of Its activities but even the activities carried out have been those in the centralized training organized by the Project.

Table 5: *Percent of Work Plan Activities/Procurement undertaken by Sector (2014-2016)*

Sectors	Percentage done/procured/ on-going	Percent Not Done/Not Procured
GSS	83.1	16.9
MoE	71.1	28.9
MoH	60.0	40.0
BDR	58.8	41.2
MLNR	42.9	57.1
MELR	41.9	58.1
MoFA	37.5	62.5
MGCSP	28.8	71.2
MoTI	24.8	75.2
MoC	4.7	95.3

Source: Estimation by Consultants from AWPS

4.3 Procurement of Goods and Services

The procurement of goods and services has been centralized. At the beginning of each year the Procurement Unit of the GSS compiles goods and services to be procured and proceed with actions needed.

Procurement of goods and services has encountered some challenges which partly call some delays in supplying GSS and MDAs their requirements for effective implementation of the Project due to:

- Mis-specifications of goods,
- Inappropriate terms of reference (TORs) for consultants services,
- Delays in submission of requests,
- Delays by suppliers, and
- Having to re-order.

4.4 Project Financing

The estimated cost of the entire phase of the project (2014 to 2018) is SDR18m equivalent of US$30m at June 2014 when part of the funding was first received. The exchange rate at that time was SDR1 to US$2.22. Of this amount, IDA provided US$30m and SRF provided the remaining US$10m. Although the project became effective on 28th April 2014, US$4m of the project funding was received by the GSS in June 2014. Funding for the Project is done through imprest. Any amount from the US$ that is spent; GSS can apply for re-imbursement. The re-imbursement usually takes one week or less. So far there has been no problem in receiving money to fund the Project.

As at 30th April, the fluctuations in the exchange rate of the dollar to the SDR have reduced the US dollar amount available for the project to US$37,350,000. Even though the SDR/US$ exchange rate fluctuates, so far the dollar has remained stronger. If this trend continues, the total dollar amount for the Project will continue to decrease. The original facility was quoted in SDR and by the inception of the implementation due to the currency appreciation of the US dollar the amount allocated for the Project had reduced to US$37,350,000.

The SRF grant of 10m the Project will end in 2017. So far about $8m of it has been spent and the remaining $2m has been received and deposited in the Project's account at the Bank of Ghana. There is therefore no danger in loosing part of the remaining grant in 2017.

As at 30th April, 2016 an amount of US$22,367,174 has been spent on the Project out of the US$37,350,000. This gives a utilization rate of 60%. MoE has utilized over 100% while MoC has utilisezd only 2%. The expenditure of the remaing MDAs range from 14% to 63%. The financial allocation, expenditures and percentage of disbursement of GSS and the MDAs are shown in Table 6.

Table 6: *GSS/MDAs Allocation of Project Funds and Expenditure (April, 2016)*

GSS/MDA	Project Allocation (US$)	Expenditure (US$)	Disbursed (%)
MOE	487,678	664,669	136
GSS	30,718,597	19,364,808	63
MoTI	1,188,254	620,096	52
BDR	1,148,154	546,375	48
MoFA	1,256,566	601,686	48
MoH	358,507	168,707	47
MLNR	536,449	169,984	32
MELR	529,847	138,215	26
MGCSP	582,792	80,795	14
MoC	543,156	11,839	2
Total	37,350,000	22,367,174	60

Source: GSS: Finance Directorate

MoE has exceeded its allocation by 36% because there is a policy to reallocate funds from non-performing MDAs to performing MDAs. Because of this, GSS and participating MDAs should know exactly what their revised project allocations are so as to plan their activities and budget accordingly.

Going forward, the amount remaining for the Project will be approximately US$15m or less depending on the SDR and US dollar exchange rate. This funding position will require that the Project focuses in specific areas and most probably data production and dissemination.

5. Project Implementation on Track or Not

Component 1: Institutional Reform and Organizational Change

Implementation of component 1 as specified in the PAD has been completed except **1a** (the Statistics Bill is yet to be passed into law) and **1b** (the final version of GSS Scheme of Service and Job Description is yet to be finalised and submitted to the PSC for approval).

The forward and backwards submission and re-submission of the Statistics Bill is a cause for concern. A comprehensive NSS Law is not likely to be enacted before the GSDP ends.

The Scheme of Service has been on hold for more than a year. The activity is not on track. Even though the Job Description Document is available, some staff are not aware of it existence or have not familiarized themselves with the contents resulting in some confusion as to what to do in new positions.

Component 2: Enhancing Capacity

This component is on track for all the participating sectors except the MoC. There is a conscious effort to enhance the capacity of the staff, improve the statistical framework and the physical infrastructure through the AWPs.

Digitization of EAs is on track and will be ready before the next PHC.

The Ministry of Communication activities are not on track because the sector keeps changing their team members. The team members do not understand the whole concept of the GSDP and cannot justify the activities they want to carry out.

On sampling frames, the construction of an agricultural sampling frame is not on track as the agriculture census is yet to take place.

Component 3: Data Production and Dissemination

Enhancing existing statistics and increasing the range of statistics are on track through new censuses, new surveys and use of modern methods of administrative data collection.

The process to re-base the Consumer Price Index (CPI), Producer Price Index (PPI), Supply and Use Tables (SUT), Gross Domestic Product (GDP) has started and will be completed before end of the Project.

Component 4: GSS Institutional Capacity for Project Management

Institutional Arrangement

The institutional arrangements put in place have, so far, been functional and effective. What is left is the re-activation and making functional NACPUS. This notwithstanding, Component 4 has been on track per the roles and responsibilities specified under the component.

Procurement

Procurement of goods and services under the Project has been on track with some bottlenecks in the process.

Project Financing

Project financing is on track. The system has worked very well so far.

5. Project Implementation Management, Methods and Mechanisms

6.1 Methods and Mechanisms

Procurement

Procurement of goods and services is done through central procurement method. This method is efficient and cost-effective as against allowing decentralized procurement of goods and services which some MDAs wished for.

Training

The MDAs usually specify their training needs in their AWPs but because of the smaller number of staff in the RSIM Units for a particular training, mostly less than four (4) they cannot organize training cost effectively. The Project Coordinator after reviewing the AWPS of the MDAs organize training in areas that many MDAs have proposed. In organizing such trainings, all MDAs are invited to send participants. The training workshops organized for all the participants of the MDAs and GSS staff are efficient and cost effective.

However, it was not effective for some participants of the MDAs who did not have the necessary background to benefit from the statistics related workshops. In some cases, some MDAs who were invited to send participants to the centralized workshops did not participate because they do not find them useful or beneficial. Again, as a result of the centralized system, some MDAs do not get training they require as they are few. The Project Coordinator should look around the institutions in Ghana or outside that offer the training some of the MDAs require and sponsor them to participate at the appropriate times. This training strategy is in place and should be continued.

6.2 Relevance of Project Development Objective

The AWPs of the GSS, MoE, MoFA and BDR are highly relevant to the production and dissemination of timely and robust statistics for evidence-based policy-making. All the physical goods and services procured for GSS and the MDAs are relevant for achieving the Project objective. The short courses, workshops, and study tours organized for the GSS and MDAs staff are relevant as they contribute to the realization of the Project objective.

6.3 Compliance of Project Covenants

The Project Management were to meet the following conditions:

i. Project effectiveness condition;
ii. Disbursement condition;
iii. Financial covenants; and
iv. Other covenants.

From a review of the project implementation documents, all these conditions and covenants have been met.

6.4 Contribution of Project Implementation to Overall Achievement of PDO

The range of statistics produced by GSS and most importantly, MoE, MoFA/SRID and BDR has increased. The time lapse between data collection and dissemination of GSS surveys has reduced. For example, for the GLSS6, the time lag between the end of data collection and release of reports/results was 10 months as against previous ones where the time lag was over 12 months. The periodicity has reduced from 7 years to 4 years (with the GLSS7 being conducted in 2016/2017).

6.5 Sustainability

The institutional arrangements put in place for effective supervision, a well-crafted Project Implementation Manual (PIM) to guide the implementation of the Project and a well-built staff capacity (a critical mass of trainers with various statistical skills exist at GSS) will indeed ensure the sustainability of the methods and mechanisms for implementing and managing the project in compliance with the Project requirements and procedures beyond the life of the Project.

However, by the close of the Project in 2018, more than a third of the experienced GSS staff will proceed on retirement and it would be necessary for the GSS Management to press for their replacement from the Government.

Moreover, the Government commitment to funding some of the activities may derail the gains of the Project. To stem this, the draft Statistics Bill included sections on the need for the decennial conduct of the population and housing census, the agricultural census and the IBES and to ensure that various censuses get funding, the Bill also made provision for setting up a census fund. It is envisaged that incorporating such statistical activities in the Statistics Law will ensure the commitment of the government and thus the sustainability of the statistical activities beyond the GSDP.

Therefore, the GSS Board and Management should lobby the Ministers of Finance, the Cabinet and Parliament to expedite action on the passing of the Statistics Bill into the Statistics Law.

5. Output of the Project

7.1 Publications

Some new publications have been produced:
- Reports on poverty profile (GLSS6)
- Poverty mapping (GLSS6 and 2010 PHC)
- IBES -Four reports released; Business Register, Summary Report, Job Creation Report, Employment Report.
- MELR - 2014 Statistical Reports
- MoFA (SRID) – Agriculture in Ghana: Facts and Figures 2013 (expanded)
- MoTI – Trade Direction 2011 and 2012
- MoE - The 2014/2015 Annual School Census
- GSS - Monthly and annual external trade statistics
- BDR – Quarterly and Annual Statistical Reports

7.2 New Data Collected

- Ghana Labour Force Survey (GSS /MELR).
- IBES Phase II (GSS/MoTI)
- Annual School Census (2014/15 and 2015/16) (MoE)
- Maternal Deaths Survey (GSS/MoH)
- Malaria Indicators Survey (GSS and GHS)

There are some other surveys conducted in the two years the Project has been in existence. These surveys were not directly financed by the Project, however, some equipment supplied by the Project facilitated the conduct of the surveys. The surveys are:

- Family life and health survey (GSS/MoGCSP);
- Post Annual School Census Survey (MoE)
- Reproductive Health Commodities and Services Survey (GSS/GHS)
- Malaria Indicator Survey (GSS/GHS).

7.3 Training

The training programme has improved the skills of staff in statistics and other areas. As at the end of April 2016, 955 GSS and MDA staff have benefitted (including multiple counting of staff participating in more than one training programme).

7.4 Central Business Register

A Central Business Registry has been established at GSS based on the IBES

7.5 LAN/WAN

LAN/WAN developed to link GSS head office and the regional offices except Western Region office.

5. Lessons Learnt in the Project Implementation

Certain activities in the GSDP are beyond the GSS to implement and complete successfully and on time. A typical example is the Legal Reform Program for the NSS Statistics Law.

There are some delays in the delivery of goods and services which are not the fault of the procurement system but due to the inability of suppliers to supply/deliver on time.

Some of the RSIM Directorates participating in the Project on behalf of MDAs are not showing interest. Such MDAs should rather be represented by agencies. For example, Ghana Health Service should represent MOH and NCA should represent MoC.

Cooperation and collaboration between GSS and MDAs have been effective which has enabled MDAs undertake some activities e.g. surveys which they would not have been able to do.

The contents of the AWPs of some of the participating MDAs are mostly geared towards monitoring and evaluation and not directly for data production and dissemination.

The MDAs still treat the RSIM units as not important and hence staff the units with people who do not have the requisite statistical background.

Changes in the RSIM team bring about unfamiliarity and poor understanding of the Project implementation methods and procedures e.g. MoC, MoGCSP and MoLNR.

9. Way Forward in Continuing the Project

The review work on the GSS Scheme of Service and Job Description should be expedited. It will enable staff of directorates to know exactly their job functions and tasks.
The Monitoring Result Framework (Appendix 8) should be updated half yearly and circulated to all participating MDAs. The content of the MRF is not easy to understand. GSS should explain the content properly to the MDAs to enhance understanding.

The centralized training is cost effective; however, the Project managers should ensure that the selected training programmes are indeed geared towards the production of statistics. A proper training needs assessment should also be carried out before any centralized training is organized. Where a few individuals require specialized training the Project should assist them to undertake such training.

Agricultural census needs to be organized as soon as possible. Therefore every effort should be made to solicit funding for it.

Some of the RSIM Directorates participating in the Project on behalf of MDAs are not showing interest. Such MDAs should rather be represented by agencies. For example, Ghana Health Service should represent MoH and NCA should represent MoC.

The amount remaining for the Project is less than US$15m. The actual amount will depend on the exchange between the SDR and the US dollar. The funding position will require that the Project focuses on specific areas and most importantly on staff capacity training, quality data production and dissemination.

10. Appendices

Appendix 1: Reviewed Documents on the Project

- GSDP Project Appraisal Document (PAD);
- Project Financing Agreement (PFA);
- GSDP Implementation Manual (PIM);
- Aide Memoires issued by the World Bank Implementation Support Missions i). April 19 to May 9, 2014, ii). May 11-15, 2015 and iii). December 8 -15, 2015;
- GSDP Annual Reports: 2014 and 2015;
- Implementation of the GSDP (Power point presentation), March 2016;
- Annual Work Plans and Budgets of GSS and participating MDAs (2014, 2015 and 2016);
- Monitoring Results Framework;
- Minutes of NSS Steering Committee meetings: 22 March 2016; 27 Oct. 2015; 18 Sept 2014;
- Minutes of Project Technical Committee meetings: 3 March 2016; 6 May 2015; 19 Feb 2015;
- Organogram of the Ghana Statistical Service
- GSDP Procurement Status Report as at December, 2015;
- Procurement List 2014 -2016;
- Distribution of Procured Items Under GSDP (2015); and
- Distribution List (December 2015).

Appendix 2: Persons Met

Serial No.	Name	MDA	Designation
1	Dr. Philomena Nyarko	GSS	Government Statistician
2	Baah Wadieh	GSS	DGS (S)
3	Anthony Amuzu	GSS	ADGS (O)
4	Sylvester Gyamfi	GSS	GSDP Coordinator & Director, CPMD
5	Emmanuel Cobbinah	GSS	Head, Procurement
6	David Y. Kombat	GSS	Director, Communication & Dissemination Directorate
7	Asuo Afram	GSS	Director, Economics Statistics Directorate
8	Mabruk Fuseini	GSS	Procurement
9	Labaran M. Awal	GSS	Procurement
10	Mark Abuabu-Dadzie	GSS	IT Director
11	Fafali Abena Dzobo	GSS	HR Director
12	Kwadwo Asante	GSS	Director of Administration
13	Abena Osei-Akoto	GSS	Ag. Director, Survey Org. & Census Directorate
14	Francis Nyarkoh-Larbi	GSS	CPMD
15	Isaac Dadson	GSS	Industry Statistics
16	Stephen Amoah	GSS	CPMD
17	Peter Takyi Peprah	GSS	Survey Org. & Census Directorate
18	Lucy Twumwaah Afriyie	GSS	Survey Org. & Census Directorate
19	Rosaline Quartey	GSS	Head, GIS
20	Isaac Odoom	GSS	CPMD
21	Djanie Kwaku S.N.	GSS	CPMD
22	Edward Dogbey	MOE	Coordinator
23	Eric Kwame Mantey-Bediako	MOTI	Deputy Coordinator
24	Elizabeth Anane	MOTI	Team Member
25	Abukari Mahama Nuhu	MOC	Deputy Director
26	Mary Anne Addo	MELR	Director and Coordinator
27	Emmanuel Yeboah	MELR	Team Member
28	Daniel Sekyi Asiedu	MELR	Team member
29	George Amoah	MELR	Team Member
30	Mercia Aidoo	MLNR	Assistant Coordinator
31	Dr. Reginald Odai	MOH	Coordinator
32	Kingsley A. Addo	BDR	Coordinator
33	Emmanuel Botchway	BDR	Deputy Coordinator
34	Efuah Eyanful	MGCSP	Coordinator
35	Sydney Nii Oko Bampoe Addo	MOFA/SRID	Coordinator
36	Ayago Wambile	World Bank	Economist
37	Abdoullahi Beidou	World Bank	Sr. Economist/Statistician/Co-TTL
38	Smile Kwawukume	World Bank	Sr. Public Sector specialist & Task Team Leader
39	Lydia Sam	World Bank	Program Assistant
40	Robert DeGraft Hanson	World Bank	Sr. FM Specialist

Appendix 3: Check List of Questions on Project Components

Component 1: Institutional Reform and Organizational Change
   i). Developing a comprehensive legal reform program
      a). What is the extent of development?
      b). Factors contributing to delays (constraints Challenges/problems, etc.)
      c). Are factors being addressed and how?
   ii). Reorganization of GSS institutional Structure
      a). What has been accomplished?
      b). Factors causing delay?
      c). Are the factors being addressed and how?
iii). Reform of Human Resource Management Framework
      a). Has the organizational structure been reviewed?
      b). What factors are causing the delay?
      c) Are the factors being addressed and how?
iii). Reposting of staff onto new structure
      a). To what extent has reposting carried out?
      b). What factors are causing delay?
      c). Are the factors being addressed and how?
iv) Re-deployment and buy-out programme for surplus staff
      a). Extent of programme implementation?
      b). Factors causing delay?
      c). Are factors being addressed and how?

Component 2: Capacity Building

i). Physical infrastructure and equipment
      a). What infrastructure and equipment were available before project implementation?
      b). What are available now?
      c). Are they adequate/sufficient? What else would be needed?
ii). Staff development
      a). How many staff in the statistical unit before and after project implementation?
      b). Is the current number of staff adequate?
      c). Classify by academic discipline and qualification?
      d). How many have receive training under the project, in what areas and levels?
      e). Are all the trained staff still with you?
      f). What additional training staff require? (enhancing existing statistics and increasing range of
         statistics collected and analyzed)
      g). Incentive measures to retain trained staff?

Component 3. Dada Production and Dissemination

i). Data Development and management:- Data collection, compilation, validation, management
   and analysis
      a). To what extent has the following improved in your work since participating in the project?

- Data collection
- Compilation
- Validation
- Management and
- Analysis

  b) What plans do you have to improve areas that require improvement?

  c) What additional data do you desire to collect?

  d) What analysis do you wish to introduce (disaggregation)?

ii). Communication, Dissemination and Outreach

   a). How are you communicating, disseminating and outreaching users of statistics produced?

  b). Are the methods effective, efficient and timely?

  c). what can be done to improve effectiveness, efficiency and timeliness?

Component 4. Project management, Coordination, Monitoring and Evaluation

i). Project management

  a). To what extent has GSS institutional capacity strengthened and developed in these areas?

  b). What factors are causing delays?

  c). How are these factors being addressed?

ii). Preparation of project reports

  a). What has been done to improve this?

  b). How do you measure improvement?

iii). Preparation of contracts and tender evaluation

  a). What has been done to improve this?

  b). How do you measure improvement?

iv). Coordination of participating MDAs

  a). What has been done to improve this?

  b). How do you measure improvement?

v). Training of staff in project management and implementation of support

  a). Have staff been trained?

  b), How many staff?

Other Checklist of Questions

1. Were you given any guidelines (e.g. PAD, PIM) to assist you in the GSDP exercise?
2. If yes, were you able to follow all of them through?
3. How useful were these guidelines? (very useful, useful, not at all useful). Explain
4. What other relevant materials were you given?
5. How useful were these materials? (very useful, useful, not at all *useful*)- Explain.
6. Was support from GSS adequate? (very adequate, adequate, not at all adequate) - Explain.
7. How many censuses and surveys have you undertaken? Name them
8. How adequate is your office space (rooms and floor space)? (adequate, not adequate)
9. How many computers (include laptops) do you have?
10. Of this, how many were obtained through the GSDP?
11. What statistical software do you have?
12. Which of these were obtained through the GSDP?
13. Do you have statistical databases?
14. Do you have LAN/WAN?
15. How many statistical frames (list of statistical units for data collection) do you have?
16. How old are the frames?
17. Do you have a statistical compendium detailing common concepts, definitions?
18. What is your current staff strength? (Professionals…… , Non-professionals…….)
19. How many of the staff have received training in the last two years? (use the table below)
20. How many statistical products did you have before the commencement of the GSDP?
21. How many do you have now?
22. How many agencies produce/compile statistics in your GSDP sub-sector?
23. Does your organisation have a dissemination policy? (Yes, No)
24. Does your directorate have a website? (Yes, No)
25. What are the key statistical products of your organisation/Directorate?
26. Were you able to complete all the activities in your annual work plans (2014, 2015)? (yes, no).
27. If NO, why?
28. List the main challenges you have encountered implementing the GSDP in your sub-sector.
29. How did you resolve the challenges?
30. What were the main lessons learnt?

Provide any other information which you think is important to guide the implementation of the GSDP in the coming years.

Appendix 4a: Mid-Term Review Workshop (26 May 2016 GSS Conference Room)

NO.	NAME	INSTITUTION
1	Ayago Wambile	World Bank
2	Abdoullohi Beidon	World Bank
3	Smile Kwawukume	World Bank
4	Lydia Sam	World Bank
5	Boh Hanson	World Bank
6	Dr. V. K. Nyanteng	Consultant
7	Kofi Agyeman-Duah	Consultant
8	Dr. Philomena Nyarko	GSS
9	Baah Wadieh	GSS
10	Anthony Amuzu	GSS
11	Sylvester Gyamfi	GSS
12	Araba Forson	GSS
13	Mark A. Dazie	GSS
14	David Kombat	GSS
15	Robert Kwami	GSS
16	Kwadwo Asante	GSS
17	Abena Osei-Akoto	GSS
18	Djanie Kwaku	GSS
19	Micheal Bekoe	GSS
20	Stephen Amoah	GSS
21	Isaac Odoom	GSS
22	Emmanuel A. Cobbinah	GSS
23	Abugri Barnas	GSS
24	Francis Nyarkoh-Larbi	GSS
25	William A. Addy	GSS
26	Mabruk Fuseini	GSS
27	Labaran M. Awal	GSS

Appendix 4b: Mid-Term Review Workshop (1 June 2016, Alisa Hotel, Accra)

NO.	NAME	INSTITUTION
1	Dr. Osei Boeh Ocansey	GSS Board
2	Prof. Osborne Jackson	GSS Board
3	Ayago Wambile	World Bank
4	Abdoullohi Beidon	World Bank
5	Smile Kwawukume	World Bank
6	Lydia Sam	World Bank
7	Boh Hanson	World Bank
8	Dr. V. K. Nyanteng	Consultant
9	Kofi Agyeman-Duah	Consultant
10	Seyra Ameyo Bimpeh	Ministry of Finance
11	Sauda Ahmed	Ministry of Finance
12	Dr. Opoku Manu Asare	Ministry of Agriculture
13	Dr. I. F. Mensa-Bonsu	National Development Planning Commission
14	John Yao Agbeko	Births and Deaths Registry
15	J. Y. A. Apiah	Ministry of Health
16	Divine Ayidzoe	Ministry of Education
17	Kingsley A. Addo	Births and Deaths Registry
18	Emmanuel N. Botchway	Births and Deaths Registry
19	Reina Amarteifio	Ministry of Communication
20	Kofi Darko	Ministry of Food and Agriculture/SRID
21	Efua Eyanful	Ministry of Gender Children and Social Protection
22	Joseph Yaw Aboagye	Ministry of Lands and Natural Resources
23	Edward Dogbey	Ministry of Education
24	Elizabeth Anane	Ministry of Trade and Industry
25	Eric Kwame Mantie-Dediako	Ministry of Trade and Industry
26	Sidney Nii Oko Bampoe Addo	Ministry of Food and Agriculture/SRID
27	Mary Anne Addo	Ministry of Employment and Labour Relations
28	Emmanuel Yeboah	Ministry of Employment and Labour Relations
29	Daniel S. Asiedu	Ministry of Employment and Labour Relations
30	Mercia Aidoo	Ministry of Lands and Natural Resources
31	Adwoa N. Assan	Ministry of Communication
32	Alex Moffat	Ministry of Communication
33	Mabel Cudjoe	Ministry of Health
34	Dr. Philomena Nyarko	GSS
35	Baah Wadieh	GSS
36	Anthony Amuzu	GSS
37	Sylvester Gyamfi	GSS
38	Araba Forson	GSS

NO.	NAME	INSTITUTION
39	Fafali Dzobo	GSS
40	Mark A. Dazie	GSS
41	David Kombat	GSS
42	Robert Kwami	GSS
43	Kwadwo Asante	GSS
44	Abena Osei-Akoto	GSS
45	Djanie Kwaku	GSS
46	Emmanuel D. Sasu	GSS
47	Stephen Tabi	GSS
48	Gloria A. Akoto-Bamfo	GSS
49	Comfort Ashitey	GSS
50	Kpentey Ernest	GSS
51	Godwin Odei Gyebi	GSS
52	Yaw Misefa	GSS
53	Micheal Opoku Acheampong	GSS
54	Timothy Afful	GSS
55	Micheal Bekoe	GSS
56	Eric Kojo Ocran	GSS
57	Stephen Amoah	GSS
58	Emmanuel Nana Opoku	GSS
59	Isaac Odoom	GSS
60	Victoria Anim-Ansah	GSS
61	Emmanuel A. Cobbinah	GSS
62	Abugri Barnas	GSS
63	Sixtus Derry	GSS
64	Rebecca Ninson	GSS
65	Rev. Osei-Kofi	GSS
66	Chris Assem	GSS
67	Adom Fritz	GSS
68	Jane Dedatse	GSS
69	Margaret Richardson	GSS
70	Jacquelin Anum	GSS
71	Samilia Mintah	GSS
72	Peter Takyi Peprah	GSS
73	Emmanuel Lamptey	GSS
74	Francis Nyarkoh-Larbi	GSS
75	William A. Addy	GSS
76	Hanna F. Konadu	GSS
77	Bernice Ofosu-Baadu	GSS

NO.	NAME	INSTITUTION
78	Angelina Otchi	GSS
79	Eleanor Carey	GSS
80	Appiah-Kusi Boateng	GSS
81	Joseph Okantey	GSS
82	Gyamfi Antwiwaah Vida	GSS
83	Benedicta Asantewaa Boakye	GSS
84	Mabruk Fuseini	GSS
85	Labaran M. Awal	GSS
86	Mary Adua	GSS
87	Augusta Okantey	GSS
88	Ben Gadzekpo	GSS
89	Francis Siripi	GSS
90	Bright Owusu Yeboah	GSS
91	Asabea Christiana	GSS
92	Victor Owusu	GSS
93	Amatus S. N.	GSS
94	James Laryea	GSS
95	Afful Vincent K.	GSS
96	Justice Nortey	GSS
97	Kwaku Adom	GSS
98	Elvis Agyei	GSS
99	Eugene Aniapam	GSS
100	Ernest Annang	GSS
101	Boadu Frank	GSS
102	Bernice Korkor Karbu	GSS
103	William Akamaboro	GSS

Appendix 5: Process in developing Statistical Bill and Approval

No.	Activity	Date
1	Statistics Bill, 2013 submitted to the Honourable Minister of Finance for onward submission to Cabinet for policy approval for Bill to be laid in Parliament for consideration	May 2013
2	Honourable Minister of Finance and Legal Team held a meeting with GSS Board, Government Statistician and Management on the Statistics Bill	August 2013
3	Copies of Statistics Bill, 2013 Cabinet Memorandum, current Statistical Service Act, 1985 (PNDCL 135) submitted to Honourable Deputy Minister of Finance, Economic Strategy	August 2013
4	Statistics Bill revised with inputs from meeting with Honourable Minister of Finance	August 2013
5	Fifty copies of Statistics Bill, 2013 submitted to Cabinet Secretariat at the Flagstaff House, Office of the President	October 2013
6	Cabinet referred Statistics Bill to Joint Committee on Finance and Economy and Governance, Legal and Security for study and feed back to Cabinet	January 2014
7	Statistics Bill subsequently handed over to the Attorney-General and Minister for Justice to be redrafted	January 2014
8	GSS and Legal Department of Ministry of Finance collaborated with the Attorney-General's Department to redraft the Bill	April 2014- May 2015
9	The Attorney-general and Minister for Justice requested GSS to re-submit Statistics Bill, 2015 (redrafted)through the Sector Minister to Cabinet for approval to lay the Bill in Parliament GSS submitted fifty-five copies of the Statistics Bill on the Ministry of Finance in May 2015	May 2015
10	Fifty-five copies of Statistics Bill, 2015 re-submitted to Cabinet	June 2015

Appendix 6: organogram for the Ghana Statistical Service
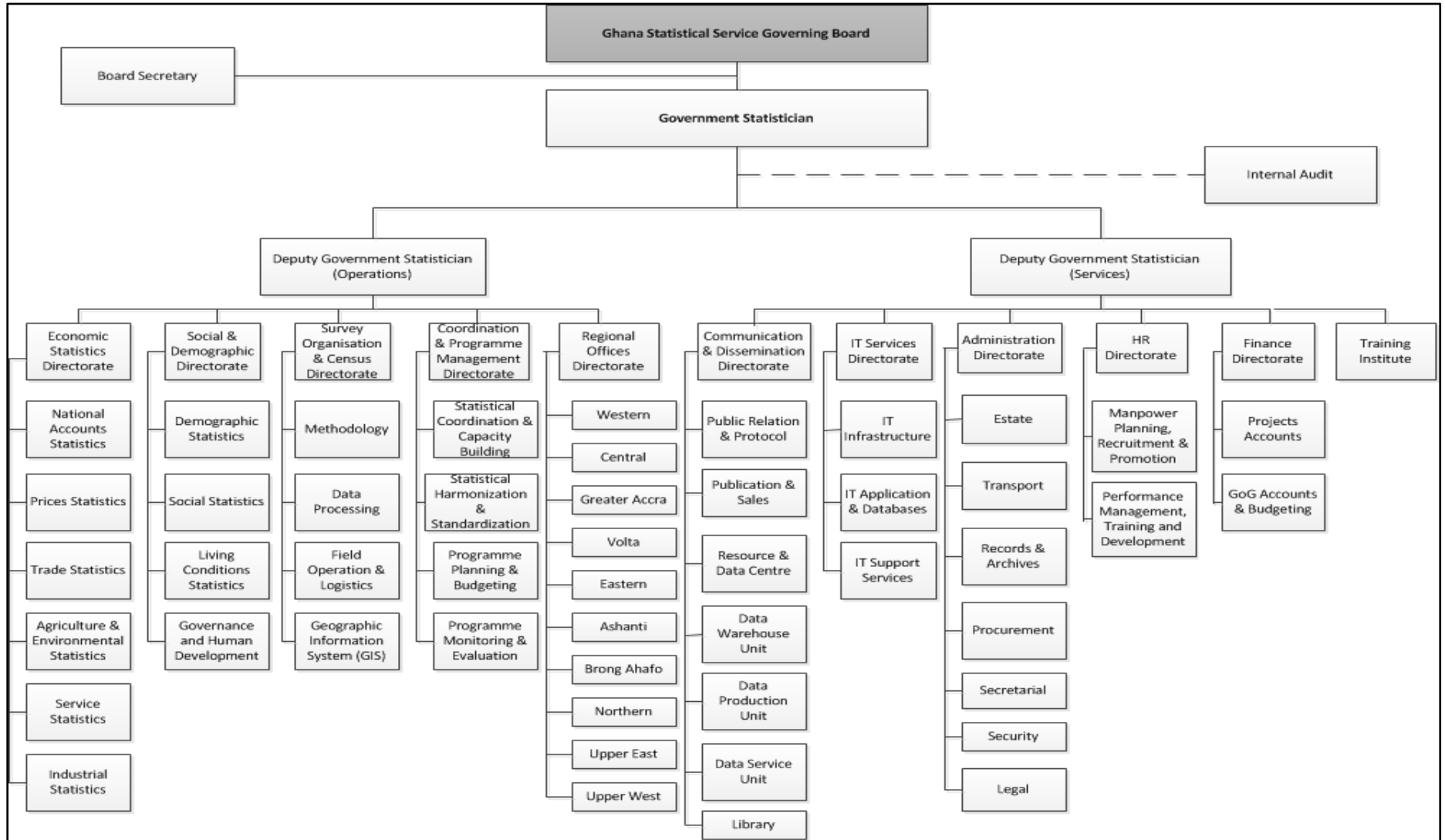
Appendix 7: Sponsorship to Short Training Courses (2014-2016)

No.	Training Activity	Date of Training	Place of Training	Number of Participants Male	Female	Total
1	Monitoring and Evaluation in SETYM International, Canada	14 June-6 Sept. 2014	Ghana	2	0	2
2	Monitoring and Evaluation in GIMPA	11-29 August, 2014	Canada	0	1	1
3	Macroeconomic Analysis	15-23 Sept. 2014	Gambia	2	0	2
4	Economics of Biodiversity and Ecosystem Services	20-22 Sept. 2014	UK	1	0	1
5	Modelling & Forecasting for Policy	6-10 Oct. 2014	Nigeria	2	0	2
6	Android Mobile Application Development	13-17 Oct. 2014	Ghana	6	1	7
7	Statistics for Policymaking - Identifying macroeconomic and Vulnerabilities	17-19 Oct. 2014	USA	1	0	1
8	Performance Management	29 Oct. - 28 Nov. 2014	Ghana	291	133	424
9	UN Statistics Commission (46th Session)	26 Feb. - 5 March, 2015	USA	1	1	2
10	Microsoft Lync, Outlook and SharePoint (3sessions)	15 March- 10 April, 2015	Ghana	266	51	317
11	Exports and Imports data and computation of Terms of Trade	29 March - 3 April, 2015	Ghana	22	5	27
12	Economic Census in the US Bureau of Census	2-16 April, 2015	USA	2	0	2
13	Basic Statistics	12-18 April, 2015	Ghana	34	2	36
14	Poverty Mapping	19 April - 2 May, 2015	Ghana	15	6	21
15	Computer Assisted Personal Interview (CAPI) - CsPro Android for Intermediate Users - in the US Census Bureau	15-26 June, 2015	USA	2	1	3
16	Masters' Degree programmes in relevant courses - Statistics, Demography, etc.	2014 - 2016	Ghana	21	10	31
17	Demographic Analysis Software (Spectrum, q-five, mortpack and other Demographic Spreadsheets)	10-23 May, 2015	Ghana	14	2	16
18	Basic Statistics, Econometrics and Research Methods	11-15 May, 2015	Nigeria	2	0	2
19	Data Management and Statistical Analysis using STATA/SPSS	26 May- 6 June, 2015	Ghana	18	2	20
20	Research Methodology and Report Writing, Data Management and Survey Research Methods	1 June - 24 July, 2015	Ghana	10	1	11
21	Survey Programme for Sampling Statisticians at the Michigan University Summer Institute, USA	1 July - 28 August, 2015	USA	1	1	2
22	Computer Application in Accounting, Auditing and Financial Management	6-14 July, 2015	Nigeria	1	0	1
23	Making Corporate Boards More Effective (GSS Governing Board Members)	22-25 July, 2015	USA	4	1	5
24	Specialized Report Writing Skills and Presentation Techniques	27 July-4 August, 2015	Nigeria	0	1	1
25	SDGs side event of the UN General Assembly and Forum on Global Partnership for Sustainable development Goals	23-29 Sept. 2015	USA	1	1	2
26	Civil Registration - Births & Deaths Registration (study tour)	3-17 Oct. 2015	UK	5	1	6
27	African Symposium on Statistical Development	19-29 Nov. 2015	Gabon	3	0	3
28	7th International African Population Conference	30 Nov. - 4 Dec. 2015	South Africa	1	0	1
29	Trade Ministers Forum	2-4 Dec. 2015	Gambia	1	0	1
30	Fundamentals of Macroeconomic Analysis	7-19 Feb. 2016	Nigeria	2	0	2
31	UN Statistics Commission (47th Session)	3-12 March, 2016	USA	2	1	3

Appendix 8: Monitoring Results Framework
*Please indicate whether the indicator is a Core Sector Indicator
**Target values should be entered for the years data will be available, not necessarily annually.

Project Development Objective (PDO): To strengthen the national statistics system in the production and dissemination of timely and robust statistics relevant for evidence based policy-making and other uses												

PDO Level Results Indicators*	Core	Unit of Measure	Baseline	Cumulative Target Values**					Frequency	Data Source/ Methodology	Responsibility for Data Collection	Description (indicator definition etc.)
				2014	2015	2016	2017	2018				
Relevance: (useful +very useful) User satisfaction with statistical products and services of the NSS (disaggregated by GSS, MDA, products) *baseline survey to be undertaken 3rd quarter of 2011.	☐	%	40 (2011)	40 (88.5%) 2012		50		60	Baseline, mid-term, end-of-project	User satisfaction survey	GSS	User Satisfaction Survey designed in consultation with GSS covers internationally recognized elements of statistical quality. The results would be disaggregated by MDAs but the baseline and target refer to only GSS
Overall quality: Ghana Statistical Capacity score overall score and disaggregated by the following components: (a) methodology, (b) source data, and	☐	Score	66 (a) 50	64 (62) 55 (60)	64 (66) 55 (60)	66 60	68 60	70 65	Annual	WB Statistical Capacity Indicator	WB/DEC-DG	Internationally recognized indicator

Indicator		Unit	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Frequency	Review	Resp.	Comments
(c) periodicity and timeliness)			**(b) 50** **(c) 97** **(2010)**	**55 (40)** **92 (87)** **(2014)**	**55 (54)** **92 (87)**	**60** **92**	**60** **92**	**65** **92**				
Production of timely and robust statistics: **Proportion censuses/ surveys implemented by NSS as per the long-term census and surveys plan**	☐	**%**	**60%** **(3 of 5)** **(2011 – planned PES, GLSS, MICS, Agricultural Census, User Satisfaction Survey)**	**60 (100)** 2014 Planned: 1.GLSS, 2. Labour Force, 3.GDHS, 4.IBES, 5.Agric Census Pilot,	**70 (80)** Planned: 1. LFS 2. IBES2 3 Agric. Census 5. DHS	**80**	**90**	**100**	**Annual**	**Annual review of implementation of census and survey plan.**	**GSS**	**Number of surveys/ censuses undertaken in year planned according to the long term census and survey plan.** **Agric census not yet done**
Dissemination of timely and robust statistics: **Number of months between end of data collection and release of main report for household surveys**	☐	**Months**		**Months**					**Annual**	**Annual review of implementation of census and survey plan**	**GSS**	**Number of months elapsed between end of data collection and release of data. IBES and LFS are planned to be introduced in year 1 of project. DHS, MICS and GLSS**
- **ASC**			**3 (2010)**	**Months**	**-(2)**	**-**	**-**	**-**				

- GLSS			18 (2006)	10 (2014)	9 (-)	-	-	-				are not annual surveys.
- MICS			18 (2006)	12 (2011)	-	-	-	-				
- **Integrated Business Enterprise Survey**			Na	6 (Data entry on-going)	6 (10)*	6	6	6				
- **Labor Force Survey**			Na	8 Months	Field work ongoing	3	3	3				*** 4 IBES Reports being edited. Is data being used?**
INTERMEDIATE RESULTS												
Intermediate Result (Component One): Institutional Reform and Organizational Change												
Intermediate Result indicator One: **Proportion of staff with professional qualifications:**	☐	%							**Annual**	**Annual review of staffing profile within GSS and MDA statistical units**	**GSS and MDAs**	**Staff with at least a Bachelor's degree in related discipline**
GSS			39	44 (45.1)	50 (48)	60	70	70				
MDAs Statistical Units at HQs			65	65 (65)	70 (65)	70	70	70				
Intermediate Result indicator Two: **Number of staff (full-time equivalents) employed by GSS**		Number	532	350 (477)	350 (385)	350	350	350				
Intermediate Result (Component Two): Enhancing Capacity												

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Intermediate Result indicator One (sub-component 2a): **Persons trained (disaggregated by technical, managerial, other training)** **Technical (including Masters)** **Management** **Board** **Others (GSS & MDA staff)**	☐	Number	50	70 (38)	70 (321) 146 22 5 148	70	70	70	Annual	Annual review of staffing profile within GSS and MDA statistical units	GSS and MDAs	Disaggregate into male, female
Intermediate Result indicator Two (sub-component 2b): **Use of master sampling frame based on updated cartographic maps for household surveys**	☐	Yes/No	No	Yes	Yes	Yes	Yes	Yes	Annual	Annual review of implementation of census and survey plan.	GSS	The frame in use is not a master sampling frame
Intermediate Result indicator Three (sub-component 2c): *MDA and regional statistics offices equipped and operational with computers, essential equipment and furniture and ICT connectivit*	☐	Number	10	14 (10 for GSS No – MDAS)	20 (10 for GSS 10 MDAS)	20	20	20	Annual	Review as part of project implementation progress reports	GSS and MDAs	Basic equipment includes desk, chair, and computer, access to printer and photocopier, and connection to the internet. Refers to those MDAs included in the GSDP. Total is 10 MDAs (incl GSS HQ) + 10 regional offices. Still on-going

Intermediate Result (Component Three): Data Production and Dissemination												
Intermediate Result indicator One (sub-component 3a): Economic statistics produced in accordance with internationally accepted standards including rebased within the last five years.	☐	**Yes/No**							**Annual**	**Annual review of quality of economic statistics (supported through IMF EDDI program)**	**GSS**	**These statistics to be rebased every 5 years.**
Consumer Price Index (CPI)			**No-(rebased 2002)**	**Yes {Yes (rebased 2012)}**	**Yes (No)**	**No**	**Yes**	**Yes**				
Producer Price Index (PPI)			**Yes (rebased 2006)**	**No (Yes but not rebased)**	**No (No)**	**No**	**Yes**	**Yes**				
Supply and Use Tables (SUT)			**No (rebased 2004)**	**No (Yes but not rebased)**	**No (No)**	**No**	**Yes**	**Yes**				
Gross Domestic Product (GDP)			**Yes (rebased 2010)**	**Yes (Yes)**	**No (No)**	**No**	**Yes**	**Yes**				
Intermediate Result indicator Two (sub-component 3b): Proportion of statistical products released in accordance with national statistics release calendar	☐	**%**	**N/A – release calendar partially does exist**	**50 (100) 5/5**	**60 100 (CPI, PPI, National Accounts(GDP), GDHS)**	**60**	**70**	**70**	**Annual**	**Annual review of publication dates compared with release calendar**	**GSS**	**Release calendar exist for Economic Statistics**
Intermediate Result indicator Three (sub-component 3b): Communication and Dissemination Policy adopted by NSS Technical Committee	☐	**Yes/No Number of visits to GSS website**	**No**	**No (No)**	**Yes (No)**	**Yes**	**Yes**	**Yes**	**Annual (until adopted)**	**Review of minutes of NSS technical committee meetings**	**GSS**	

Appendix 9: GSS Long Term Censuses and Surveys Programme

Year	Policy Frame work	Population Censuses	Household Surveys		Business Surveys	Agriculture Statistics	
2010			MICS/GLSS	LFS		2011 GAPS	Existing MRCLS
2011				LFS	Business Survey		Existing MRCLS
2012	2010 – 2013	2010 Census	GDHS	LFS		Agriculture Sample Census	Enhanced MRCLS
2013	Medium-Term			LFS	Business Survey		Enhanced MRCLS
2014			MICS/GLSS				Enhanced MRCLS
2015			GDHS				Enhanced MRCLS
2016	2014 – 2017	Cartographic Update		LFS	Business Survey		Existing MRCLS
2017	Medium-Term		MICS/GLSS	LFS			Enhanced MRCLS
2018				LFS			Enhanced MRCLS
2019			GDHS	LFS	Business Survey		Enhanced MRCLS
2020	2018 – 2021	2020 Census					Enhanced MRCLS
2021	Medium-Term						Enhanced MRCLS
2022			MICS/GLSS	LFS			Enhanced MRCLS
2023				LFS			Enhanced MRCLS
2024		Cartographic Update	GDHS	LFS			Enhanced MRCLS
2025	2022 – 2025			LFS			Enhanced MRCLS