



# National Strategy for Development of Statistics 2014-2020

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The Government of the Republic of South Sudan

**Published 2014**

**Published by National Bureau of Statistics**

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## ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
BOD	Board of Directors
BOSS	Bank of South Sudan
CBR	Central Business Register
CPA	Comprehensive Peace Agreement
DfID	United Kingdom's Department for International Development
EA	Enumeration Area
GFS	Government Finance Statistics
GIS	Geographical Information System
DPs	Development Partners
ICT	Information, Communication and Technology
IMF	International Monetary Fund
IHBS	Integrated Household Budget Survey
JDT	Joint Donor Team
JNF	Joint NSDS Forum
GOSS	Government of South Sudan
LGAs	Local Government Authorities
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MDAs	Government ministries, departments and agencies
MOFEP	Ministry of Finance and Economic Planning
NADA	National Data Archive Application
NSC	NSDS Steering Committee
NBS	National Bureau of Statistics
NSDS	National Strategy for Development of Statistics
NSCCSE	New Sudan Centre for Census Statistics and Evaluation
NSOs	National Statistical Offices
NSS	National Statistics System
OP	Office of the President
SNA	UN System of National Accounts
SSCCSE	Southern Sudan Centre for Census, Statistics and Evaluation
SSDP	South Sudan Development Plan
SRRA	Sudan Relief and Rehabilitation Association
SWOT	Strength, Weakness, Opportunities, and Threats
UNDP	United Nations Development Program
UNICEF	United Nations Children Fund
UNFPA	United Nations Fund for Population Activities
US	United States of America
USAID	United States Aid for International Development

## Foreword

Since gaining independence in July 2011, the Government of the Republic of South Sudan has been establishing structural and institutional projects and programs aimed at accelerating economic growth and reducing poverty. The Government is pursuing these projects and programs using a results-based agenda outlined in the South Sudan Development Plan (SSDP) 2011-2013, the Millennium Development Goals and other national and sectoral development frameworks. To support effective and efficient implementation of these projects and programs and to ensure that they achieve their stated objectives, there is an immediate need to strengthen the country's national statistics system to make it capable of providing reliable and relevant statistics that are sufficiently robust to inform the design, implementation and monitoring of public development policies and performance management processes. High quality and timely statistics are also necessary to justify choices relating to resource allocation; to support aid from our development partners, and to monitor SSDP implementation progress by facilitating the production of data needed for measurement of outcomes and results. The increasing focus on evidence-based policy and decision making in public and private sectors of the country also requires that these decisions are informed by reliable, timely and high quality statistics.

However, the increased demand for statistics in South Sudan is faced with a number of constraints including: gaps in social economic indicators required for monitoring government's achievement of results of development programs and policies, inadequate statistical capacity, inefficient and uncoordinated statistical production, low awareness of the use of statistics among policy and decision makers in the public and private sectors, and low priority accorded to the development of statistics. To overcome these constraints, the Government has prepared the National Strategy for the Development of Statistics (NSDS) for the period 2014-2020. It is designed to ensure that the production and use of official statistics from the National Bureau of Statistics (NBS), government ministries, departments and agencies (MDAs) are harmonized and well coordinated. It will also raise statistical awareness and ensure production of high quality and timely statistics.

The NBS played a leading role in the preparation process of the NSDS on behalf of the Government, and will also oversee its implementation. Preparation of the NSDS was a consultative and participatory process that brought together all key stakeholders in the country's national statistics system. The NSDS focuses on six strategic areas: strengthening legal and institutional framework of the NSS; improving human resource capacity for the production and management of statistics; data development and management; developing statistical infrastructure; improving physical infrastructure and equipment; and developing framework for Investment and financing of statistics.

Success of the implementation of the NSDS will heavily depend on high commitment and motivation by the leadership from the top management of the NBS, MDAs and other institutions responsible for the supply, production and use of official statistics. I therefore urge all institutions in government, private sector, civil society to participate and actively cooperate in the implementation of the NSDS. I further encourage all development partners to include the NSDS in their development assistance programs during the NSDS implementation period. The Office of the President is in full support to NBS and the entire national statistics system in making the implementation of NSDS a success.

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Minister in the Office of the President

## Preface

The Government of the Republic of South Sudan is looking forward to the establishment of an integrated National Statistical System (NSS) in which all key stakeholders are brought together in the production, dissemination and use of official statistics. The increasing demand for comprehensive, accurate, reliable, and timely statistics has made collaboration among data producers and users more critical in South Sudan. The NSS has to produce statistics that respond to the priority needs of the country and are in line with the government's development programs.

I welcome the presentation of this comprehensive National Strategy for Development of Statistics (NSDS), which provide our country with a coherent roadmap for strengthening its statistical capacity for the next five years. The strategy is an ambitious one. It provides a framework for development and ownership of statistics in the country. NSDS implementation will require: revising the legal framework currently governing statistical production; developing organizational structures and coordination mechanisms; raising general awareness about statistics; embracing change and knowledge management; improving staff motivation; promoting team work, developing business plans; reviewing and implementing IT policies and strategies; developing dissemination policies; creating quality consciousness; and mobilizing financial resources at all levels. I believe the strategic focus outlined in this NSDS will provide the basis for development of an integrated NSS.

Good statistics have to be reliable and comparable. But, equally important, they have to be useful to their users. Government as a whole needs good statistics, which are useful for planning, prioritization in allocation of resources, and monitoring performance in the delivery of services, good governance and overall social and economic development. We need indicators to benchmark and monitor our progress in poverty alleviation and employment creation; we need to know how government programs are performing in providing houses, water, sanitation, education, and social welfare and security, and whether those programs are successfully targeting those whose need for better social services and infrastructure is greatest. This NSDS holds out the promise of offering the users and stakeholders of statistics what they need, through the improved coverage and quality of statistical information.

Strategic plans are only as good as their implementation, and the NBS and its partners within the NSS now face the task of translating the integrated work programs outlined in this NSDS into a set of operational and annual work plans, and ensuring that the resources allocated to these plans are used in a way which maximizes their impact and success

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Minister of Finance and Economic and Planning.



## Acknowledgement

The National Strategy for the Development of Statistics (NSDS) provides a framework to strengthen the South Sudan's national statistical system through the establishment and implementation of a harmonized and well coordinated integrated statistics development plan covering the period 2014-2020. The activities contained within this plan will aim to achieve a clearly defined shared vision through the attainment of specified strategic objectives that covers activities of the National Bureau of Statistics and its partners in the country's national statistics system.

The NSDS was prepared through a collaborative and consultative process that witnessed direct involvement of all key stakeholders. This preparation approach was adopted in order to mobilize support, build ownership and obtain commitment from all stakeholders to reform and improve the statistical system. The NSDS preparation received continuous feedback between all major suppliers, producers and users of South Sudan's official statistics. It greatly benefited from the inputs made by the senior management team and staff from all the directorates of National Bureau of Statistics. Special thanks to Mr. David Chan, the Director of Economics Statistics and Mr. Atem Bul of the Economics Statistics, who spearheaded the preparation process with the core team of technical experts comprising staff from statistics and research units in the Ministries of Finance and Economic Planning, Ministry of Education, Science and Technology, Ministry of Health, Ministry of Agriculture and Forestry, Ministry of Animal Resources and Fishery, Ministry of Petroleum and Mining, Bank of South Sudan, South Sudan Custom Services, and the University of Juba.

Thanks are also due to the country's development partners who actively participated in the NSDS preparation process - especially the World Bank for its technical contribution and financial support to the preparation process through the Trust Fund for Statistical Capacity Building. Further, I acknowledge the input of the World Bank team (Gabriel Demombynes, Lucas Ojiambo, Thomas Danielewitz, and their colleagues) who worked tirelessly collecting and assembling views from the key stakeholders, facilitating workshops and guided the process that culminated to this NSDS.

I sincerely hope that all aspirations of the Government and other stakeholders will be realized during the implementation period of this NSDS.

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*Chairperson*  
*National Bureau of Statistics*

## Executive Summary

South Sudan is a new country emerging from decades of conflict, and is beginning to set up structural and institutional projects and programs aimed accelerating the country's economic growth and improving social-economic development. The projects and programs to be implemented by the Government are outlined in the South Sudan Development Plan (SSDP), 2011-2013 and internationally endorsed Millennium Development Goals (MDGs). Demand for statistics by government and non-government actors to generate evidence-based and cost-effective policy, to monitor the economy and to track progress made on various targets outlined in the SSDP is growing rapidly. This increasing demand for statistics calls for the strengthening of national statistics system.

The rising demand for quality statistics has compelled the Government of Republic of South Sudan through the National Bureau of Statistics (NBS) to develop this National Strategy for Development of Statistics (NSDS) for 2014-2020. The strategy aims at ensuring that quality statistics for decision makers and the general public are available in an objective, coordinated, timely and cost effective manner. The strategy also provides a comprehensive framework for strengthening the country's national statistics system (NSS). It aims at increasing the range and quality of statistics available to users in South Sudan, as well as improving data management and dissemination through strengthening the legal and institutional framework for statistics, improving coordination and collaboration in data collection and compilation, building capacity of data producers and users and providing the necessary physical and statistical infrastructure. It is a fully cost plan covering the years 2014-2020.

Preparation of the NSDS has been based on the consultations with staff of the NBS staff and other government data providing agencies, research and academic agencies, and reports of the local and international consultants, and other international agencies providing technical assistance in statistical capacity building in South Sudan. The preparation process has been both top-down and bottom-up approach. The NBS senior management took the initial lead in identifying the major strategic issues and outlining the principal strategic directions. Staff at junior levels helped convert the strategic themes into more specific statistical activities and the preparation of a detailed integrated implementation plan. The NSDS preparation team engaged academia data users in obtaining inputs. Similar interactions with private sector entities have not been as actively pursued because of institutional constraints and the absence of an organized and clearly identifiable group of key data users outside the government.

The NSS consists of data producers and users in South Sudan including Government Ministries, Departments and Agencies (MDAs), research and academic Institutions and general public. The National Bureau of Statistics (NBS) is the lead agency mandated to compile and disseminate all official statistics and to coordinate and advice on issues relating to official statistics produced within the Republic of South Sudan. . NBS is currently operating under the South Sudan Centre for Censuses, Statistics and Evaluation (SSCCSE) Act 2011. The NSS is already producing many core official statistics: most of these are summarized in its annual yearbook. The NSS, as currently set up, has a number of strengths, including its independence from the political process and advanced infrastructure for conducting surveys covering the whole country. However, it is constrained by weaknesses including a lack of government funding, meaning it relies heavily on project-by-project donor funding, a shortage of skilled staff, a lack of collection of administrative records and a lack of co-ordination between MDAs.

The main strategic and operational objectives of the NSDS and the planned activities to meet these objectives are as follows:

- **Strengthening the legal and institutional framework:** A revised Statistical Act is being developed to govern the NSS in conformity with the UN Statistical Commission's Fundamental Principles. This will consolidate the semi-autonomous status of NBS, establish a Board of Directors (BOD) to guide the NSS and give a clearer legal mandate to the NBS for data collection and standard-setting. It will also lay out the legal responsibilities of the other data producers. Formal Statistics Sector Working Groups will be established to improve inter-agency co-ordination.
- **Improving human resource capacity for production and management of statistics:** The plan addresses the shortage of skilled staff through a combination of on-the-job training to statistics staff in MDAs, funding longer-term formal training and cultivating links between MDAs and research bodies. Expanding the coverage of the NBS Employee Policy Manual to statistics staff in other MDAs will help to improve training opportunities for these individuals.
- **Developing statistical infrastructure:** To function effectively, the NSS requires a statistical infrastructure that includes sampling frames, maps, and a full compendium of classifications and methodologies. The plan focuses on developing a business registry, improving and updating the household sampling frame, and developing compendiums on statistical definitions, concepts and methodologies.
- **Data development and management:** The NSDS work-program has been designed in consultation with all main users to meet basic data needs for macroeconomic management, preparation of poverty reduction programs and fulfillment of MDGS. The key elements of the data development program are as follows:
  - A full population and housing census in 2014: Since the 2008 census, the population of South Sudan has been changing rapidly due to internal migration and inflows of returnees and the census will provide a post-independence baseline for all future work.
  - A comprehensive schedule of integrated household surveys: Every household survey will contain core questions on demography, health, education, work and living conditions to allow indicators to be tracked over time. Extended modules will be included on a rotating basis, to generate more detailed indicators;
  - A schedule of integrated business enterprise surveys: Over the period of the plan, there will be one integrated business survey, and the ground-work will be laid for more frequent enterprise surveys;
  - Agriculture statistics: A large-scale agriculture survey will be carried out to provide a baseline for more regular assessments of area, production and yield;
  - Price statistics: NBS will expand consumer price and producer price collection activities to meet the demands of MOFEP, BSS and other users;
  - Monetary and financial statistics: Vital information on money supply, banking reserves, foreign exchange reserves, external debt, remittances, current and capital transfers will be produced by BSS;
  - Government finance statistics: There will be a move towards phasing in international classifications for fiscal data;
  - National accounts and external sector: A greater range of national accounts aggregates will be produced, including GDP by economic sector. Estimates will be improved by new data on imports from South Sudan Customs;
  - Administrative data: There will be a drive to expand administrative data collection, particularly in the area of establishing information management

systems like those in use by the Ministry of Health and the Ministry of Education to other MDAs.

- **Improving physical infrastructure and equipment:** The plan addresses identified gaps in physical infrastructure, focusing on office space and ICT provision. Priorities include purchase of servers, infrastructure to network PCs, software packages to cover the entire NBS and development of an online infrastructure for data sharing and dissemination of statistical products.

The NSDS also lays out a framework for preparing an integrated implementation plan that will be based on work plans provided by all individual MDAs expected to benefit from the NSDS program funds. The proposed integrated implementation program will be mainstreamed into the Government structures through Medium Term Expenditure Frame (MTEF) of the MDAs with the NBS playing a coordinating role and providing technical guidance to the program implementation across NSS. This will ensure sustainability and integration of knowledge generated within NSS during the NSDS program implementation period. Since this program will be implemented across NSS, a comprehensive strategy for information dissemination and micro data access will be designed, institutionalized and operationalized during the NSDS implementation period. An NSS/NSDS co-ordination unit will be established at NBS. This unit will be responsible for procurement and financial management and monitoring and evaluation of the NSDS integrated implementation plan. The unit will liaise with other MDAs and donors to co-ordinate donor support to the NSDS.

The estimated budget for the activities outlined in the NSDS program is US\$ 58 million. The funding will be sought from the Government and development partners keen to support NSDS as part of their commitment within implementation of PARIS21 Declaration to support statistical capacity building. The Government's contribution will mainly be made through direct costs and indirect costs (such as salaries, utility costs and costs for acquiring plots). These estimates exclude the proposed Population and Housing Census 2014, which is expected to be funded separately at estimated cost of about US\$ 101.7744 million.

## 1.0 Background and Processes

### 1.1 Introduction

1. The Republic of South Sudan is a young nation that came into being on 9<sup>th</sup> July 2011, gaining its independence from Sudan following an historic referendum in January 2011. Its total population was 8.3 million in 2008, with most people (83 percent) living in rural areas and depending on subsistence agriculture. The governance of South Sudan (GOSS) is a decentralized system, comprising of the Central Government and ten states. The Central Government exercises authority in respect of the people and states of South Sudan, while each state government exercises authority within its respective region and renders services to the people within the state through local government authorities (LGAs). The administration units of the lower level government comprise of the County, Payam and Boma.

2. The National Statistical System (NSS) of the Republic of South Sudan has its roots in the Database and Monitoring unit of the Sudan Relief and Rehabilitation Association (SRRA), the humanitarian wing of the Sudan People's Liberation Movement (SPLM). Since the signing of the Comprehensive Peace Agreement (CPA) that ended the 22 years of conflict between North and South Sudan, the demand for statistics has grown rapidly. The main force driving this demand for quality and timely statistics is the Government's efforts to address the economic growth and development issues facing South Sudan. To address these issues, the Government has prepared the South Sudan Development Plan (SSDP), which has the overall objective of building strong foundations of good governance, economic growth and poverty reduction over the first three years of its independence, 2011-2013. The SSDP provides a full list of government priority programs and a transparent framework for the ongoing design and appraisal of the government policies and programs.

3. Through activities outlined in SSDP, the Government expects to increase the country's economic development in all sectors by ensuring all targets are achieved before the end of 2013 through sufficient budgetary allocations and close monitoring and evaluation mechanism. Over the same period, the Government expects to increase gross primary school enrolment rates from 78 percent in 2007 to 92 in 2013, as well as reaching better health related performance targets. From these fairly ambitious targets, there is urgent need to determine whether the activities being implemented under the SSDP are indeed reducing the poverty levels of the poor people in South Sudan and raising the country's overall economic growth or not. This calls for the establishment of an effective monitoring and evaluation system to monitor and assess the SSDP performance targets. The effectiveness of monitoring and evaluation, in turn, depends on the availability of timely, reliable and accurate statistical data.

4. To be able to monitor progress on poverty reduction and economic growth during the SSDP implementation, the Government has developed a comprehensive monitoring and evaluation (M&E) framework for SSDP. The framework will also be used for assessing whether Government expenditures are delivering planned results. The M&E system includes important social and economic indicators as well as targets that will be used to monitor key indicators related to economic growth, poverty, education, health and infrastructure activities identified in the SSDP.

5. The National Strategy for the Development of Statistics for South Sudan (NSDS) is intended to provide statistical data needed to monitor and evaluate targets and other indicators that are the M&E framework for SSDP, and other important activities that are outlined in central, and state government projects and programs. The NSDS aims at strengthening the production and dissemination of statistics by the NBS and key line ministries, departments and agencies (MDAs), and local government authorities (LGAs). It intends to do this by improving coordination and collaboration in data collection and compilation, and enhancing quality control through building capacity of data producers and users, providing resources and creating an enabling institutional environment for strengthening statistics production. Another important objective of the NSDS is to bring together producers and users of official statistics, and to institute a process of continuous quality control and dialogue. It is expected to be a dynamic product whose implementation is assessed on an annual basis as part of a statistics sector review. It will also provide capacity building for NBS and MDAs in new areas of statistical concern, including the use of geographical information system (GIS), undertaking regular panel surveys, roles and code of ethics for official statistics, establishment of statistical norms and standards, monitoring good governance and efficiency and effectiveness of public service delivery. It will enable policy makers, researchers and other stakeholders to assess progress during the implementation of the SSDP, and to take appropriate actions on this basis. The NSDS will also put emphasis on statistical training and education, dissemination and access to micro data, thereby contributing to fuller use of the survey data, and increased participation of policy makers, researchers and trainers in the collection, compilation and analysis of official statistics.

6. The inclusion of the role of statistics in the country's Transitional Constitution is indicative of the Government's commitment to production of quality statistics. The formation of the Poverty Monitoring System to monitor SSDP implementation has given great impetus to the collection, compilation and reporting of official statistics. Furthermore, the integration of the MDGs monitoring framework into national policy evaluation through the Poverty Monitoring System is another important driver for further development of a strong national statistical system in South Sudan.

## **1.2 Current Government Statistics System**

### **1.2.1 Institutional Environment**

7. South Sudan has a highly decentralized statistical system with a number of government line ministries, departments and agencies (MDAs) involved in the collection, compilation and dissemination of official statistics. Examples of principal producers and users of statistics in South Sudan include the Bank of South Sudan (BSS), Ministries of Agriculture, Education, Health, Finance and Economic Planning, Petroleum & Mining, and the South Sudan Customs Service. Some MDAs such as the Ministries responsible for Education and Health have already developed their own management information systems that process administrative and other data to produce statistics. However, most of these statistics producers work independently, using different methodologies to collect and compile data, and this creates challenges for the consistency of statistics from different sources, which might lead to a duplication of efforts, inefficient use of resources and putting unnecessary burden to respondents. Moreover, most staff members working on statistics in these MDAs are not well trained in collection, compilation and analysis of statistical data.

8. Some level of coordination between the NBS and several MDAs is beginning to take place, and this has resulted in good cooperation between the NBS and these MDAs. There is also a good working relationship among some MDAs, leading to some exchange of information among them. At present this coordination appears to work relatively well, although it is mainly based on personal relationships rather than legal mandate. The NBS plays a significant role in this process, including the carrying out of joint surveys with some MDAs. Most MDAs depend on the NBS for survey design and validation of results.

### 1.2.2 Legal Environment for National Statistical System

9. **Current Statistics Act.** Currently, the NBS is governed under the SSCCSE Act, 2011, which granted GOSS the authority to establish an autonomous Centre (SSCCSE) to engage in the collection, processing and dissemination of official statistics. The SSCCSE Act was assented to on the 7<sup>th</sup> of July 2011, just two days before the declaration of the independence of South Sudan. The Centre for Census, Statistics and Evaluation (as the NBS used to be called), however, came into being through the Government of Southern Sudan Presidential Decree Number 95/2006. The South Sudan Transitional Constitution renamed SSCCSE as National Bureau of Statistics (NBS). The NBS is currently headed by a Chairperson who reports to the Office of the President<sup>1</sup>. During the preparation this draft, it has been observed that certain features of the current Statistics Act will require review. These include issues relating to: (a) the establishment of a consultative and participatory mechanism for the National Statistics System; (b) strengthening the NBS institutional and organizational structure; (c) improving incentives and working environment for the staff members of the NBS and those of the MDAs. The NBS management is aware of these weaknesses, and is already revising the Act, which will later be taken to the Council of Ministers for approval, and thereafter submitted to the Parliament for enactment. It is expected that the revised law will strengthen the existing mandate of the NBS and give it the necessary authority to collect, process and disseminate all the official statistics as well as coordinating the NSS.

10. **Statistics Regulations.** Although the Statistics Act became effective in 2011, the regulations, which are expected to serve as a means of operationalizing the Act, have not yet been prepared. To enable the NBS to emerge as an effective coordinator of the country's statistical system, there is need to develop and disseminate the regulations. The absence of clear guidelines (regulations) has led to data hoarding by many statistics producing agencies. The consequences of this are clear. In the absence of data sharing, there has been a tendency for MDAs to launch new and independent data collection and compilation activities at considerable cost. Parallel with the work on the preparation of the NSDS and the revision of the Statistics Act, the NBS is preparing the regulations. The regulations and related dissemination and data access policy will clearly specify primary agency responsible for each dataset; data sharing and coordination among data-producing agencies; procedures for ensuring mandatory reporting; and the confidentiality of individual responses.

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<sup>1</sup> When the revised statistics law is enacted, NBS will be headed by a Statistician General.

### 1.3 The NSDS as a strategic document

11. The adoption of a NSDS is particularly critical at this stage of South Sudan's development for several reasons. First, a holistic approach to the NSDS will ensure that the entire national statistical system is well organized to be able to provide policy-makers and other stakeholders with critical information needed for evidence-based decisions. In addition, implementation of the NSDS will enhance the Government's capacity for effective monitoring and evaluation of progress and performance of various priority activities outlined in the SSDP and other sector programs such as the MDGs, and environmental sustainability programs. The NSDS will consequently serve as an important tool of ensuring that the overall coherence of the NBS and MDAs program of priority activities is maintained.

12. Creating a stronger and more efficient statistical system to serve South Sudan's needs will demand a better coordinated statistical system with clearly defined functions assigned to different parts of the system. Equally important is the need to ensure greater data sharing among the data producers in order to preclude costly and duplicative efforts that place unnecessary burdens on respondents. Achieving these objectives is likely to be challenging given the existing culture of non-sharing of data. Some realignment of functions and the modalities in use will need adjustments. There will have to be a division of labor between the NBS and MDAs; and it is appropriate to assign responsibility for all national surveys of enterprises and households to the NBS in accordance with the Transitional Constitution. The NBS would for its part need to ensure that it consults with the key MDAs to incorporate their needs into its work plans. MDAs will also participate in the formulation and design of questionnaires, and identification of sampling units for surveys related to their sectors. The line ministries for their part would need to take the lead in the compilation of data from administrative records, but ensuring that concepts, definitions, and classifications used by them would conform to internationally and / or nationally accepted standards. In instances where specialized surveys are launched by the line Ministries, it will be necessary to have in place arrangements that require prior approval of the NBS, acting as the overall statistical authority. In such cases, NBS will also have responsibility of providing especially sample design and questionnaire design. It must be stressed that the principles outlined above will demand concurrent steps that ensure greater transparency, a commitment to data sharing and availability of information technology infrastructure to permit effective data exchanges.

13. Strengthening the statistical system of South Sudan will demand capacity creation and upgrading of statistical work in key MDAs. Sizeable investments will be needed in infrastructure and human resource capacity building through training. As will be mentioned later in this document, there is need to undertake a full needs assessment and to proceed to the development of core work programs for each of the MDAs. This task is outside the scope of this strategic plan and is best taken up in the formulation of an integrated implementation plan that will combine agreed priority activities of NBS and key MDAs. In this context it would be highly desirable for MDAs to work closely with the NBS to prepare the integrated work plan.



14. Furthermore, proper implementation of a well-conceived and well-executed NSDS will give confidence to the Government, the country's development partners (DPs), and the local business community, about the NBS's professionalism and continued commitment to meet users' needs. Although at present recurrent expenses such as utilities and NBS staff wages are financed mainly by the central government budgetary allocations, the financial support of DPs has been essential for undertaking most important surveys/censuses, and for improving the NBS' analytical capacity. This support from DPs is currently not well organized, since DPs are using separate financing arrangements. Active DPs currently supporting the NBS through separate financing arrangements include Norway, the United Kingdom (DfID), the World Bank, AfDB, IMF, UNDP, UNESCO, UNFPA, UNICEF, USAID, and US Census Bureau.

15. In addition, during the NSDS implementation period, there will be need for the NBS to move from the current separate financing mechanisms to a joint basket funding arrangement with DPs. This will be necessary in order to promote overall coherence for the NBS and MDAs work programs, to help secure necessary financial and technical support from DPs, and to avoid redundancies that might arise from donor duplication or "competition". The ultimate aim will be to have Government and its DPs reach a consensus on a Sector-Wide Approach (SWAP) to the development of the NSS. This is expected to be a more efficient way for the NBS and the Government to manage available resources, to operate common reporting systems, and to meet agreed priorities based on partnership principles.

16. Adoption of the NSDS will also help to ensure that technical staff of the NBS and MDAs receive relevant statistical training, and possess the necessary expertise and analytical skills required to provide timely, reliable, and relevant statistics by forming statistics sector working groups (SSWGs) that will identify areas of possible current deficiency, and propose appropriate capacity building and training programs. Information relating to detailed implementation of various activities to be undertaken by the NBS and selected MDAs during the NSDS implementation period will be spelt out in the integrated implementation plan to be prepared once the NSDS is approved by the Government.

17. The Government has mandated the NBS to take a lead in the formulation of the NSDS. It has also endorsed the concept of NSDS as a national participatory activity with technical assistance from international experts. A national team comprising key government stakeholders, both from the NBS and MDAs, was formed in December 2011 to spearhead the preparation of program of priority activities to be included in the NSDS program.

18. In summary, the production of a NSDS framework is expected to achieve tangible progress in the following areas:

- Improving the quality of data produced and disseminated by the NBS and MDAs, especially on issues relating to development of Meta data, improving the accuracy, reliability, relevance, timeliness, and coverage of key statistics needed by policy and decision makers in the country.
- Defining specific roles to be played by various producers of statistics, along with their responsibilities and competencies, in order to ensure comprehensive coverage and to eliminate any possible duplication of efforts.
- Improving the storage and dissemination of official statistics and their usefulness by modernizing the information services, in particular strengthening the NBS web services, and establishing a modern library on statistics that will provide statistical information services to the national statistics system.

- Increasing public accessibility to statistical information and data through formulation of appropriate information and micro data access policy, which will simplify data provision procedures.
- Providing a sound basis for establishing statistical priorities in close cooperation and collaboration with users and producers.
- Assessing current strengths and weaknesses, and defining areas for capacity enhancement, identifying appropriate training opportunities for statisticians and further development of human resources.

## 2.0 – Fundamental Principles and Guiding values

19. The NSDS aims at promoting the Government’s own goal of developing an effective and efficient national statistical system through the adoption of best international practices. The strategy will help to ensure that official statistics - produced by the NBS and other government agencies - are reliable, coherent, and effective in monitoring and evaluation of the SSDP and other economic and social development programs in the country.

20. The NSDS has been prepared through a holistic approach, not only by the NBS, but the NSS as a whole, i.e. all MDAs that are involved in the production, use and dissemination of official statistical data and information. It also includes other key stakeholders (decision- and policy-makers in the public and private sectors, researchers, academics, development partners, and the general public at large).

21. This section presents the vision, mission and the core values that will assist the NBS to coordinate and drive its own activities, as well as those of the NSS during the NSDS implementation period and beyond.

### 2.1 Vision

The vision of the NSS is to establish an integrated, professional, efficient and effective national statistical system, which will serve all stakeholders and support sustainable social and economic development of South Sudan.

### 2.2 Mission

To develop and champion mechanisms that will produce and maintain integrated official statistics in support of evidence-based policy and decision making.

### 2.3 Values

The values to be shared by all units of the NSS and all statisticians working in these units are inspired by the best international practices. They can be described as follows:

- **Relevance:** data and other statistical information produced by the NSS will provide evidence-based decision making in government, the private sector and the wider community, and in doing so, contribute to the quality of national life by providing relevant and timely statistical data.
- **Integrity:** the NSS will gain public trust by using objective and transparent statistical methods.

- *Independence*: NSS will produce and disseminate statistical information without undue influence or pressure from external forces.
- *Quality*: the NSS will focus on providing high quality products along international lines.
- *User-friendly statistics*. Agencies within the NSS will endeavor to make their statistics user-friendly, reliable and relevant.
- *Accessibility*: Access to official statistics will be fair and open.
- *Keeping equilibrium between the needs of users and the burden on data providers*: Cost of compliance with requests for data will be kept at an acceptable level, and data collected only when the benefits of a statistical survey exceed the cost to providers.
- *Enhancement through integration, accumulation and innovation*: the NSS will emphasize coordination, coherence and common standards to maximize the value of available statistical and administrative sources.
- *Efficiency in costs and fairness in prices*: the NSS will strive to be efficient and to provide value for money in both costs and prices of services and products.

### 3.0 Evaluation of the Current Statistics System (SWOT Analysis)

22. As earlier stated, the NSS comprises data producers, users, suppliers, providers, and academic and research institutions that are engaged in training and production of statistical information. As may be expected for a country that gained its independence recently, South Sudan's National Statistics System (NSS) is still weak. Except for the NBS, which has statistical offices at national and regional levels, most ministries, commissions and other institutions of the government have no statistics units.

23. A brief analysis aimed at identifying the strengths, weaknesses, opportunities, and threats (SWOT) enjoyed or faced by various statistics units in the NSS was conducted by the NSDS preparation team in December 2011. Prior to the SWOT analysis, NBS had - in September-October 2010 - carried out an assessment of the capacity of various MDAs and state governments to produce economic and social statistics needed to monitor various government development programs. The assessment covered several aspects of statistical production, including data collection, compilation, dissemination, and human resources. Both assessment exercises identified constraints limiting the capacity of the NSS to produce a core set of economic statistics and needs for capacity development. The findings of these two assessment exercises have been used to complement the SWOT analysis. A summary of the analysis is presented in the Table below.

<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1) Stakeholders' appreciation of the NBS products.</li> <li>2) Committed and motivated staff at the NBS and in some MDAs' statistical units.</li> <li>3) A good geo-information database.</li> <li>4) Availability of good IT facilities, and computer literacy of most of the NBS staff.</li> <li>5) Adequate fleet of vehicles for field statistical survey work.</li> <li>6) Government's realization of the need for reliable and high quality statistics.</li> <li>7) Recognition of statistics functions in the Transitional Constitution.</li> </ol> <p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1) Development partners' willingness to support the NBS and the entire NSS.</li> <li>2) Existence of good efforts to revise the current Statistics Act to allow the establishment of appropriate structures for management and coordination of the NSS activities.</li> <li>3) No political interference in the management and running of the NBS activities.</li> <li>4) Trainable staff who are also highly motivated.</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1) Weak legal framework.</li> <li>2) Limited visibility of the national statistical system.</li> <li>3) Absence of statistical units or poor capacities in MDAs.</li> <li>4) Insufficient coordination among the NSS components.</li> <li>5) Absence of quality statistical sampling frames such as business registers and household listings.</li> <li>6) Limited availability of administrative records in the data sources.</li> <li>7) Inadequate number of skilled staff within the NSS.</li> <li>8) Lack of financial resources dedicated to training within the NSS.</li> <li>9) Inadequate ICT equipment and other computing facilities, coupled with limited computer literacy of most staff in MDAs.</li> <li>10) Limited role of the statistical library.</li> <li>11) Limited metadata and documentation.</li> <li>12) Dependence on development partners' funding.</li> </ol> <p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1) Lack of conducive environment for work given the congested office space at NBS and MDAs.</li> <li>2) Inadequate funding for statistical activities.</li> <li>3) Competition with alternative employment opportunities in the labor market.</li> </ol>
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### 3.1 Adequacy of Financial resources and Human Resources

24. Most MDAs examined under the SWOT exercise indicated that financial resources currently allocated to them were not adequate. In particular, the MDAs responsible for carrying out surveys expressed that limited financial resources available were a major constraint limiting their capacity to collect the necessary data for monitoring many of the indicators outlined in the SSDP and other sector development plans. Participants further expressed the view that their current staff numbers were inadequate; and this has limited their capacity to collect, compile and disseminate the required statistics. The limited financial resources and staff size have significantly affected the NSS' capacity to collect and compile good quality statistics in accordance with international practices and methods. The staff constraint, coupled with limited data sources, has also made compilation of national accounts statistics (such as quarterly GDP, capital investment, and BOP) very difficult.

25. Policy-makers need to understand the importance of timely, high quality economic and social statistics, and to ensure that sufficient financial and human resources are made available to the NSS. To achieve this, the NBS and the entire NSS will need to take a more proactive role in raising the awareness for the importance of economic and social statistics to policy-makers and other users of official statistics.

### 3.2 Limited Training Opportunities

26. Most staffs in the MDAs have inadequate skills and basic knowledge for data collection, compilation and dissemination. Limited training opportunities at the local and national level have constrained the NSS' ability to develop statistical skills of its staff. Lack of basic statistical training and knowledge of recent international standards and methods has affected the NSS' ability to harmonize or standardize its data collection and compilation across the MDAs. For this reason, there is a strong demand from most MDAs within the NSS for a coordinated approach to provision of statistical training. During the NSDS preparation process, the MDAs appealed to the NBS to develop a long-term strategy for human resource development, including the carrying out of regular statistical training to increase knowledge and improve skills of statistical staff across the NSS.

### 3.3 Limited Existence of Data Sources

27. Lack of adequate knowledge to conduct business surveys, and difficulties experienced in trying to access administrative data sources from both private sector and government sources appear to be among major factors constraining the NSS capacity to produce good quality and timely statistics. The statistics law will be revised and be operationalised as soon as possible to enable the NBS and statistics units in other MDAs to gain access to data for use in statistics production. Access to data by relevant statistics units in the NSS will be fully mandated by law and will not depend on personal relationships. Furthermore, efforts will be made to ensure that the NSS (especially NBS) is able to influence (where possible, through training, advocacy, and advice) administrative data collections, so that the data collected by various government departments is of sufficient quality and suits the statistical needs of the NSS. There is need to raise the awareness of these providers for the importance of their data in the compilation of various statistics needed to monitor targets and indicators outlined in economic and social development plans in the country.

### 3.4 Incomplete Business Registers

28. A Business Register is a structured list of businesses engaged in the production of goods and services in a country. The register's role is to provide the NSS with a comprehensive quality frame in terms of coverage and a set of stratification variables such as establishment/enterprises' addresses, industrial classification, turnover, number of employees and total assets. The data sources of the Business Register are several administrative records and NBS' direct inquiries to establishments and enterprises. The register is a key tool for developing survey sampling frameworks and as a coordinating tool in the production of statistics, particularly economic statistics.

29. At present the business register used by the NBS is not comprehensive. It in fact limits the capacity of the NBS to conduct coherent and comprehensive business surveys. Given the central role that business register plays in ensuring that all relevant surveys are conducted in a coherent and consistent manner, there is an urgent need for the improvement of this register. The NBS will ensure that the register is comprehensive and that it contains up-to-date information on all major establishments involved in economic activities in South Sudan. Once the business register is of sufficient quality, the agencies within the NSS need to ensure that all relevant surveys are conducted using samples selected from the business register, thereby ensuring consistency in concepts and definitions across different surveys.

### 3.5 Inadequate IT resources

30. Although some staff of the NSS (especially the NBS staff) have access to computers, the computer systems existing within the NSS do not appear to be well connected to data collection, compilation and dissemination of statistics. The collection and compilation process involve many manual steps and separate computer systems. In many cases collection and compilation of statistics is done manually.

31. The overall state of the systems and processes used by the NSS mean that different agencies of the NSS are not connected to each other and valuable time is used on manual data entry and in transmitting the information manually from one agency to the other. MDAs have expressed the desire to develop a coordinated approach that will ensure modernization of statistical systems, and also enable the NSS staff to have the necessary software needed to compile the statistics, data warehouses to store the statistics and networks to effectively and efficiently communicate them across various NSS.

### 3.6 Release calendars

32. At present the NBS and virtually all statistics units in the MDAs responsible for the dissemination of official statistics do not publish release calendars. Release calendars will be made available to the public in advance to ensure transparency and raise the profile of official statistics.

#### 4.0 The National Bureau of Statistics

33. The NBS has its roots in the Database and Monitoring Unit of the Sudan Relief and Rehabilitation Association (SRRA), created in 1995 as the humanitarian wing of the SPLM during the struggle. In 2003, the New Sudan Centre for Statistics and Evaluation (NSCSE) was formally established, becoming the Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSSE) after the historic signing of the CPA in 2005 and the National Bureau of Statistics (NBS) in 2011 after independence. It has grown by leaps and bounds from a little over twenty staff in FY 2006 to the current three hundred staff with twelve offices spread all over South Sudan.
34. Over the same period, the Bureau has made great strides in carrying out all its functions. NBS had to pay special attention to the 5<sup>th</sup> Sudan Population and Housing Census (SPHC), consistent with the needs of the then Southern Sudan under the Comprehensive Peace Agreement (CPA) and the Interim Constitution. The outcome of the 5<sup>th</sup> SPHC was supposed to inform policy making with regard to power and resource sharing between Northern and Southern Sudan, and between States. It was also supposed to provide, as it did, useful social-economic data for informing planning and public policy making bodies. Indeed, it also provided the Bureau with a sampling frame for its sampling programme.
35. Of course, the NBS continued its other important work. It has conducted several large nationally-representative household surveys including but not limited to, the Sudan Household Health Surveys (SHHS) in 2006 and 2010, the National Baseline Household Survey (NBHS), 2009 which provided the baseline data for estimating poverty and the 2012 Welfare Monitoring Survey. It has carried out an enterprise survey covering the ten state capitals, produced estimates of Gross Domestic Product (GDP), and produces a monthly Consumer Price Index (CPI). Millennium Development Goals (MDGs).
36. Starting from 2009, the NBS instituted mechanisms for the maintenance of official administrative records as a continuous source of official data, and working with all other Government and non-Governmental agencies to build a reliable and robust countrywide statistical system. Those mechanisms have ensured that the NBS produces a Statistical Yearbook on an annual basis and a digital atlas on a quarterly basis.
37. As mentioned in the foregoing, the achievements of the Centre (NBS) had the full support of the Government and Development Partners in FY 2008. Both continuously provided the needed financial and technical support, particularly for the census exercise.
38. The NBS was established as an autonomous agency, and has the responsibility of setting up and coordinating the entire National Statistical System (NSS) of the Republic of South Sudan. NBS' first statistical Master Plan - i.e. the Master Plan for Statistical Development in Southern Sudan (MSDSS) – was released in August 2008. The MSDSS was expected to cover the period 2008-2010. Its approval and implementation was preconditioned on the enactment of the Statistics Act and establishment of the national statistical system. However MSDSS implementation was weak, and many of the activities outlined in it were not carried out due to weaknesses in the coordination of the NSS activities.

39. The NBS is currently headed by a Chairperson who reports to the Office of the President. It has two Directorates; The Directorate of Statistical Production and the Directorate of Finance and Administration. The Directorate of Statistical Production has six departments, and they are:

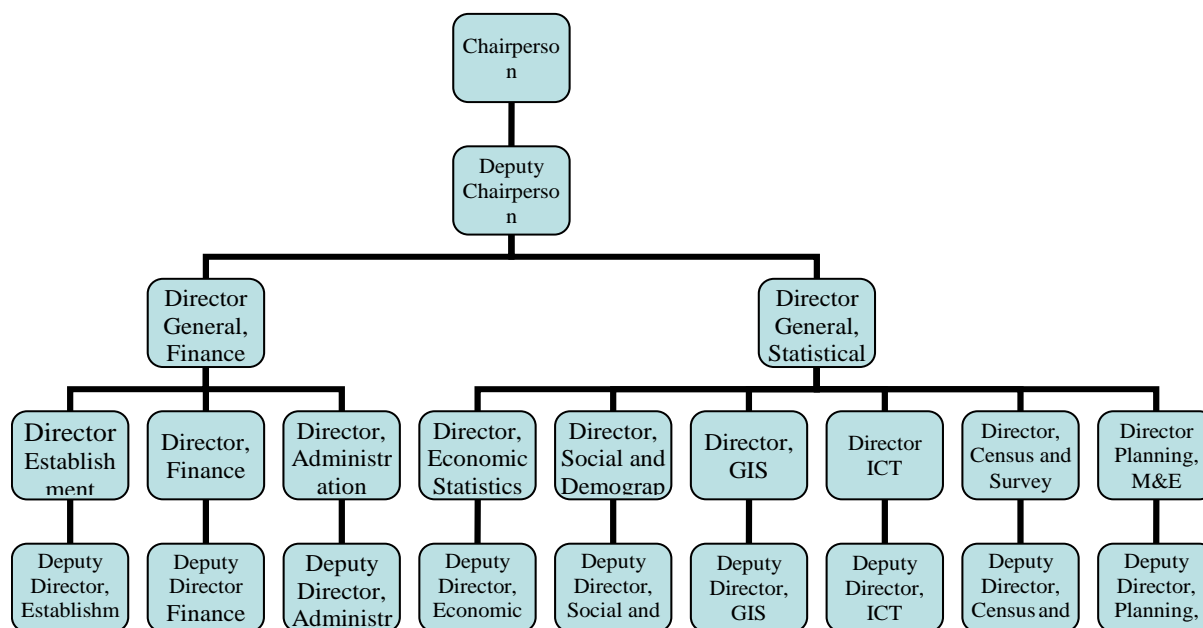
- Department of Economic Statistics;
- Department of Social and Demographic Statistics;
- Department of Planning, Monitoring and Evaluation;
- Department of Geographical Information System/Remote Sensing;
- Department of Census and Surveys; and,
- Department of Information, Communication Technology.

The Directorate of Administration and Finance comprises three Departments:

- Department of Administration;
- Department of Finance; and
- Department of Establishment.

40. The main data processing center is located in Rumbek and is called “Statistical House”. This processing Centre is under the administration of the Bureau’s Rumbek Sub Office, the initial premises where the New Sudan Centre for Statistics and Evaluation was first housed. Statistical Offices have been established in each of the 10 states, each of which is headed by a State Statistical Director. An organogram of the NBS structure is presented in Figure I below.

**Figure 1. Current Organization Chart for the National Bureau of Statistics of South Sudan**



41. Under the SSCSE Act of 2011, which is now being revised, the NBS is mandated to:

- a) Carry out any statistical censuses and surveys in South Sudan;
- b) Promote and develop integrated social and economic statistics pertaining to South Sudan, and to each of the States thereof, and to co-ordinate plans for the integration of those statistics and keep these integrated plans under continuous review;



- c) Establish statistical standards, concepts, definitions and ensure their use by all producers of official statistics so as to facilitate integration and comparison of statistics produced in South Sudan and internationally;
- d) Co-ordinate statistics and data collection activities in South Sudan so as to avoid duplication of efforts, ensuring optimal utilization of available resources, and reducing the burden on respondents in providing data;
- e) Collect, compile, analyze and disseminate statistics and related information on economic, social, demographic and environmental activities;
- f) Collaborate with the Government Institutions and public service entities in the collection, compilation and publication of statistical information, including statistics derived from the activities of those institutions and entities;
- g) Maintain an inventory of available official statistics and information in South Sudan;
- h) Assist users of statistical information in obtaining national and international statistics;
- i) Provide a contact point for researchers, international organizations and foreign institutions in need of the country's statistical information;
- j) Act as a coordinator of the South Sudan National Statistics System; and,
- k) Approve all initiatives by all other agencies that intend to conduct official censuses or surveys at national level.

42. Despite the provisions stated above, the NBS has not been exercising its authority over statistics produced by some agencies such as Bank of South Sudan (BSS) and certain and other MDAs, except when their statistical products are made official at the national level in the NBS' publications.

43. Although it is expected to provide authoritative statistical information and to coordinate statistical activities within the country, the NBS—being a young statistical institution—is suffering from a series of statistical weaknesses due to a multiplicity of problems mentioned earlier. The Government has not yet completed the review of the Statistics Act to enable the NBS to legally carry out its mandate and coordinate statistics activities within the country. A framework for collection and compilation of the main macroeconomic data is just beginning to be developed. Production of statistics in the MDAs is not yet well developed, and most staffs of statistics units in MDAs lack basic statistics knowledge, and therefore, are unable to produce statistics from their respective administrative records. There is also a serious shortage of skilled staff—especially statisticians and ICT professionals within the national statistics system. Overall, there has been a very low level of coordination, collaboration, networking, and information sharing among NBS, MDAs and other data producers and users of statistics in the country.

44. The absence of sector-wide statistical framework that could be used in conceptualizing, defining and rationalizing statistics requirements has resulted in most public institutions in the country using different concepts, definitions, procedures, methods of data collection, and compilation of official statistics. These factors have led to production of poor quality data and duplication of efforts among a number of MDAs in the country. To address these issues, there will be need for arrangements to be put in place to promote consistency of methods and results of statistics by various MDAs. This arrangement will be among the issues to be addressed by various statistics sector working groups that to be established as part of the proposed institutional reforms to be undertaken during the NSDS implementation period.

#### 4.1 NBS Legal Framework and Coordination

45. As noted earlier, the NBS management has recognized the importance and urgency of revising its law to ensure that it conforms to the best international practices regarding the status of the statistical system as enunciated in the UN Statistical Commission's Fundamental Principles of Statistics. Appropriate arrangement for establishing a consultative and participatory mechanism for strengthening coordination and collaboration between the NBS and statistics units in the MDAs will need to be considered in the revised law to ensure that there is no duplication of functions among various producers of official statistics. To create awareness and build strong ownership of the legal framework, the draft revised law will need to be shared with key stakeholders for comments and suggestions before it is forwarded to the Council of Ministers for approval.

46. The revised law and the accompanying regulations will also have to give clear mandate to the NBS, its role in coordination, advising, and standard setting. The NBS will also have to develop policies to deal with data sharing, dissemination and other related issues. The consequences of operating without an appropriate information sharing policy are clear. In the absence of data sharing, there has been a tendency for agencies to launch new and independent data collections activities at considerable cost, including increased burden to the respondents who have to complete multiple questionnaires from these institutions. In addition and in the absence of information dissemination and micro data access policy framework, the task of creating accessible databases will be difficult to achieve.

47. Viewed from the perspective of the UN Principles, and taking into account the experience of other countries, there are some additional areas that will be addressed with respect to data sharing. They include the coordinating role of the NBS and its relations with other data providers, ensuring confidentiality, and the legal requirement for a population and other censuses every 10 years. More fundamentally, provisions in the law to guarantee independence of the statistical system need to be strengthened in order to enhance confidence in the system. Perceptions do count and it is essential that these be met.

48. At the international level, there is broad and general acceptance of the following general principles concerning national statistical systems. They must have:

- High level public credibility – accuracy, timely and creditable data.
- Credibility built on perceptions of freedom from undue political interference, and safeguarded by legal frameworks that establish political independence of the statistical system.
- Professional excellence based on the use of sound methods and tools.

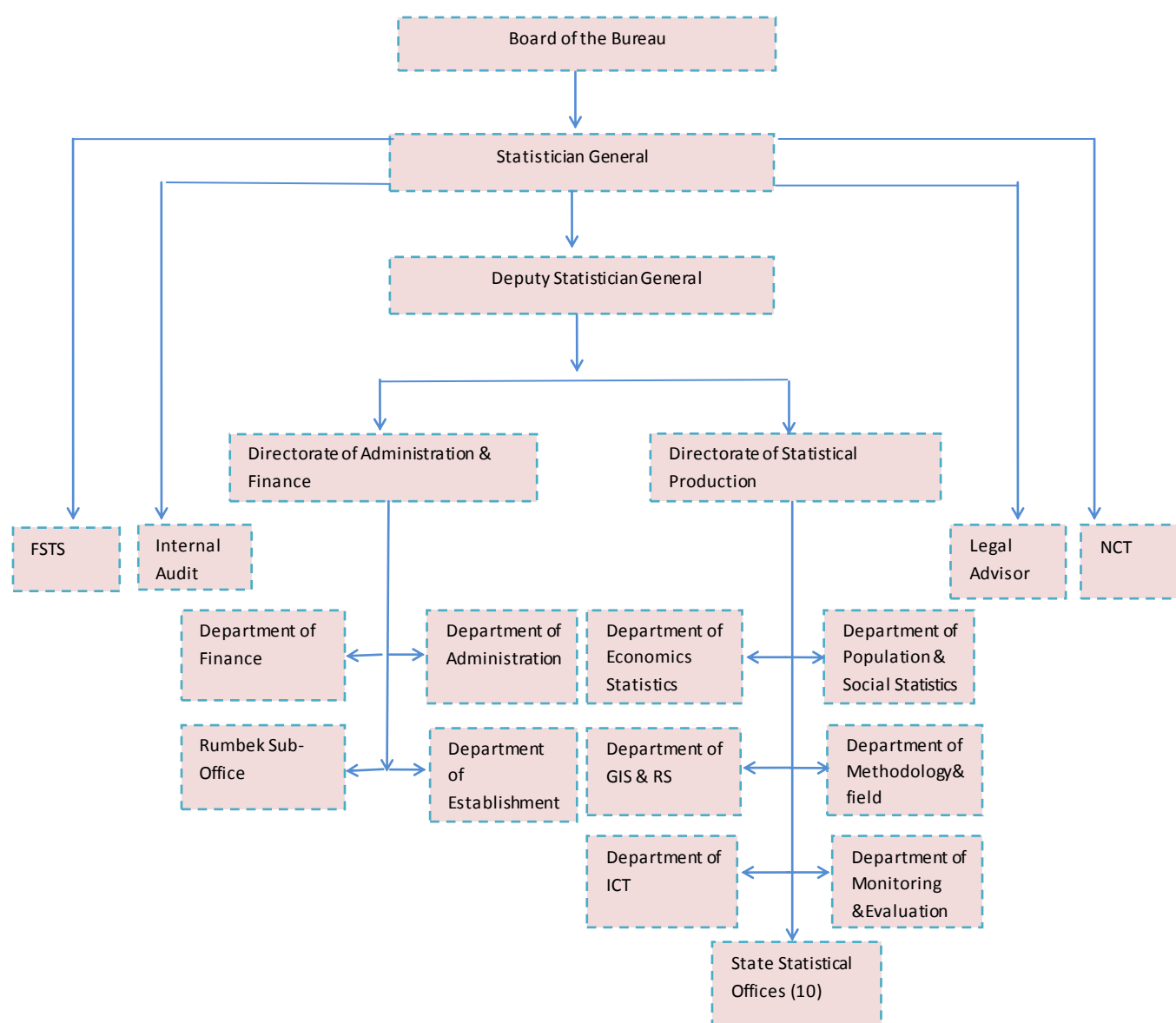
49. Equally critical to the success of the reform effort is the education of users and stakeholders in the unique role of data in a free market economy environment. User appreciation and acceptance of the nature of data sets produced by the NBS and its partners, and how these data are policy relevant, is essential if the NBS is to obtain support from users in its efforts to strengthen the statistical system. Educating users will ensure greater acceptance of the proposed changes to be introduced in content and scope of the work of the NBS in particular and the NSS in general.

## 4.2 Suggested Organizational Structure for NBS

50. The current structure of the NBS is essentially between the subject matter and functional approaches. There is need to adopt a new organizational structure that will enable the NBS to implement the work program envisaged under the NSDS. A streamlined structure will contribute in a positive manner to the overall institutional strengthening, and facilitate the implementation of the NSDS work program. The structure would also support the introduction of better management approaches designed to achieve greater efficiency and cost effectiveness. The emergence of a new corporate culture that emphasizes client orientation, enhanced data quality and maximum returns to resource inputs is critical to successful implementation of the NSDS. This is likely to occur through a restructuring of the NBS.

51. Based on these considerations, an optimal arrangement would lead to an organizational structure that is suggested in Figure 2 below.

**Figure 2 PROPOSED ORGANOGRAM FOR THE NATIONAL BUREAU OF STATISTICS**



52. In the proposed NBS structure, the Bureau will be headed by a Statistician General who reports to the Board of the Bureau. It will have two Directorates, the Directorate of Statistical Production and that of Finance and Administration.

The Directorate of Statistical Production has six departments, and these are:

- Department of Economic Statistics;
- Department of Population and Social Statistics;
- Department of Geographical Information System/Remote Sensing ;
- Methodology & Field operations
- Department of Information, Communication and Technology; and,
- Department of Monitoring & Evaluation(M&E)

The Directorate of Finance and Administration comprises of three Departments:

- Department of Administration;
- Department of Finance; and,
- Department of Establishment.

In additions to the above mentioned Departments, we have the Ten State Statistical Offices under the Directorate of Statistical Production and Rumbek Sub Office under the Directorate of Administration and Finance.

## **5.0 Strategic and Operational Objectives**

53. The following six strategic objectives have been identified:

- a) Strengthening legal and institutional framework of the NSS;
- b) Improving human resource capacity for the production and management of statistics ;
- c) Data development and management;
- d) Developing statistical infrastructure;
- e) Improving physical infrastructure and equipment; and,
- f) Developing framework for Investment and financing of the NSDS.

### **5.1 Strengthening legal and institutional framework**

#### **5.1.1 Strengthening legal framework**

54. As already noted, the Government is revising the current Statistical Act which will be presented to the Parliament at a later date. The revised Act will provide a legal and institutional framework for effective planning, with mandate for coordination and supervision of the entire NSS. The NBS will have a semi-autonomous status with a Board of the Bureau (BOB) as the highest policy making body. The BOB will comprise members drawn from the Government institutions, the private sector, academic and research communities.

55. Within this framework of the NSS, the NBS, as a body corporate, shall be the main government agency responsible for the development and management of statistical information in the country. It shall also be the authoritative source and the custodian of official statistical information in South Sudan. Specifically the NBS shall be responsible for:

- Coordination and supervision of the NSS;

- Establishing standards and promoting the use of best practices and methodologies in the production of statistical information across the NSS;
- Collecting, compiling, analyzing, abstracting and publishing statistical information;
- Conducting the population and housing census every ten years or less, and any other censuses and surveys as the BOB may determine; and
- Maintaining a comprehensive national and socio-economic data base.

56. The implementation of the proposed changes will involve the establishment of the NBS Board of the Bureau, the review of the organizational structure of the NBS, and putting in place sound mechanisms for effective planning, coordination and supervision of the entire National Statistical System, including management and procedures which, in turn, will meet the national objective of establishing rationalized structure.

### **5.1.2 Strengthening co-ordination between statistical units in MDAs**

57. At present, the roles and responsibilities of the statistical units in the MDAs are poorly defined. Although the importance of the NSS is stated in the SSDP, the awareness for the NSS is rather poor at lower levels of the government such as the line ministries and some public institutions. This hinders integration of the system. It could be addressed by:

- a) Drawing up of a comprehensive list of statistics units within the NSS. This could begin with updating the report of the exercise on “the status of statistics in the national and state governments” conducted by the NBS during September-October 2010;
- b) Stating the objectives and missions of the statistical units in line ministries and their specific responsibilities; and,
- c) Creating, where necessary, and strengthening statistical units in the MDAs.

58. To improve inter-agency coordination on data collection and dissemination, a new NSS/NSDS co-ordination unit will be established within NBS. This unit will establish Statistics Sector Working Groups made up of NBS plus the relevant sector MDAs and supporting development partners. These groups will build on the Information Management Working Group which already exists. These groups will meet regularly to discuss data needs, planned data collection activities, standardization of classification and methodology, and data management, analysis and dissemination.

59. The proposed changes in NBS statistical operations will be supported with management and information system that will encompass the entire NSS, including integrated NSS work plans, a strong financial management and procurement guidelines, and procedures to meet the NSS objective of improving human and financial resource management and efficiency.

### **5.1.3 Agreeing on the functions of bodies supporting the NSS**

60. The BOB to be established under the revised Statistical Act will oversee the management of the NSS. Formation of BOB will be a major step towards the creation of a well-functioning NSS. The NSS will be well served when the Board is operationalized. The Board will be the highest statistical policy making body, and accordingly, will be chaired by a person with appropriate statistical knowledge and experience. The BOB will be appointed by

the President. The membership of the BOB will be drawn from key MDAs such as Ministries of Finance and Economic Planning, Health, Education, Labor, Agriculture, and BSS, etc. In addition, the membership will include representatives of the private sector, civil society, and academics and researcher institutions. Efforts will be made to ensure that the composition of the BOB involve properly qualified persons, along with national and legal persons capable of giving solid advice on the national statistical priorities. The functions of the BOB will include the following:

- a) Review the annual plans of the NBS and define areas of priorities in the strategic planning of the South Sudan statistics.
- b) Assess the performance of the official statistical system and promote awareness in the utilization of statistics for decision-making.
- c) Advise the President and the Council of Ministers on matters related to developing the system of official statistics.

The BOB will become more involved in the NSS operations as a whole to ensure the integration of the system, cost effectiveness, and timeliness of quality data.

#### **5.1.4 Improving the use and dissemination of statistical data and information**

61. In most of the national statistical offices that are well developed, dissemination is considered as one of their key functions. It is no longer enough to maintain a library of statistical compendiums, books, brochures, censuses and survey reports without knowing exactly what the users of these publications are doing with them, and whether the publications are meeting the users' needs. Furthermore, it should be noted that decision-makers in public and private sectors are increasingly demanding quality and timely statistics to prepare informed decisions based on facts and evidence. NBS has therefore developed an appropriate information dissemination and data access policy that will enable it to promptly provide data and other statistical information to users without compromising the confidentiality of their sources.

62. Most of the well-functioning statistics offices nowadays are using Information and Communication Technologies (ICT) systems to share information with other stakeholders, not only for data collection and processing, but also for information and data dissemination. To this end, the NBS has made commendable efforts to make its dissemination system work with modern standards, and has placed a good number of its publications on its website. It has created an ICT Directorate that manages a website, user services, a library and desk top publishing. According to national and international users of the NBS statistics, the website is functioning well. It has a good content of statistical information, including all the publications and press releases. However, it needs further development as regards its content, presentation and updating.

#### **5.1.5 Improving the use of statistical data in planning and decision making**

63. As stated in the SSDP, the national Government of South Sudan is already committed to basing its planning policy and all its decisions on evidence and facts, and consequently to make extensive use of statistical data and statistical information in its day-to-day work. On the other hand, similar efforts will be made in the direction of the private decision makers, researchers and academics. The NBS will develop advocacy documents (inspired by the library of documents available at PARIS21) to enhance the use of statistical data and information by

public authorities and develop a culture of evidence-based decision-making by the private sector.

64. A study will be conducted to identify use of statistical data that is being made by the private sector and the ministries in charge of macro-economic development or sector-based policies, and help them to define ways for improvement. Workshops or seminars with selected users will also be organized to this end. The results of these seminars could then be used as input during the development of information dissemination and data access policy framework.

## **5.2 Improving human resource capacity for production and management of statistics**

65. The NBS and the entire NSS will need high caliber of well-qualified and trained staff to carry out the new and challenging mandate. A human resource framework and system to upgrade personnel selection and training, improve staff performance incentives, as well as improving the remuneration system through linkage to performance, and developing job specifications for career development of managers and regular statistical staff of the NBS, and other official MDAs, will be introduced. This improved human resource management will be expected to result in the retention of well-motivated and qualified statistical staff leading to increased productivity.

66. At present, the NBS has an Employee Policy Manual<sup>2</sup> (EPM) for its own staff. There is need to widen the scope of the EPM to cover statistical units within the NSS by emphasizing the role of NBS towards helping and advising the persons responsible for these units to improve the capacities and careers of their statistical staff.

67. The current staff incentive structure in the NBS tends to favor data collection activities in the field rather than utilizing routine data systems and producing and disseminating quality analytical products. Existing development initiatives have been patchy, uncoordinated and partly driven by the availability of external funding resources. These incentives, including the staff remuneration system need to be reconsidered with a view to linking them to staff performance.

### **5.2. 1 Skill Levels and Training**

68. The NBS has a total establishment of about 240 posts, including those at the 10 state offices, but excluding unclassified staff<sup>3</sup>. About half of these posts have not been filled. The reason for failure to fill all the posts provided for in the nominal roll is partly attributed to long delays by the public service to appointment identified candidates. Lack of people with relevant statistical qualifications may also be contributing to lack of appropriate and relevant staffs. The production of statistics in the NBS and MDAs mainly depends on consultants and technical assistance. Most of the NBS staff members lack knowledge in the use of major statistics software packages such as SPSS CSPRo, or Stata. This situation also applies to virtually all the MDAs in South Sudan. Recruitment, training and a re-alignment of incentives will be needed to address this weakness within NSS, and will form a major component of statistical capacity building during the NSDS implementation period.

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<sup>2</sup> Employee Policy Manual, July 2007

<sup>3</sup> NBS defines unclassified staff as drivers, messengers, cleaners and security guards. Currently, NBS has a total of 142 unclassified staff.

69. Most heads of the NSS statistics units met during the NSDS preparation pointed out lack of skilled capacity as their main constraint to producing good quality and timely statistics. They complained of having statistics units that are manned by staff with no basic training in statistics. To address this problem, the NBS, working with other Government agencies, will take immediate steps to carry out a training needs assessment for the NBS and key MDAs involved in production of statistics in South Sudan. Results of the study will be used to develop a comprehensive training plan needed to strengthen the NSS operations during the NSDS implementation period. Once completed, the training plan will need to be reviewed and approved by the NBS Board of the Bureau, and then forwarded to the Government and key development partners for possible funding.

### 5.2.2 Linkage with research institutes and universities

70. Local academic and research institutions are just beginning to be established in South Sudan and the NBS will consider the possibility of linking its activities with the statistical and research needs of these new and older institutions. The importance of this linkage is associated not only with the knowledge of the needs of this specific category of users, but also with the fact that these users are experts in their domain and may be aware of the quality of data and therefore, influence further improvements in the data collection and compilation processes. It has been agreed that there will be need to:

- Specify the nature of the relations with research institutions and universities and defining ways of improving them and
- Specify the responsibilities of research institutions in the domain of statistical analysis

## 5.3 Developing Statistical Infrastructure

71. The NBS recognizes that a national statistical system needs to look beyond the physical infrastructure. It needs the requisite statistical infrastructure to permit it to function effectively. Statistical infrastructure embraces a range of elements which include: sample frames, cartographic maps, business registers with an on-line access, unified classifications, and the legislative basis underpinning the statistical system. It must be stressed that statistical infrastructure is crucial to the functioning of the system and its ability to support and sustain an ongoing set of statistical programs. Particular statistical programs depend on this infrastructure for conducting censuses, surveys and the use of administrative data. The objective of developing statistical infrastructure therefore involves the improvement of the basic elements of statistical infrastructure. They include the statistical registers, sample frames, classifications and methodologies, and Geographical Information System (GIS) for statistical mapping.

### 5.3.1 Developing Statistical Registers

72. Utilizing administrative records and registers is one of the agenda that the NBS has been pursuing since its foundation. All national statistical offices in the world strive to develop the use of administrative records (reducing the response burden on respondents, reducing the budgetary pressure arising from huge expenses related to field data collection by enumerators, etc). The NBS need to compile at least two different registers: a national household (population) register and a central register establishments/enterprise

73. **Development of a Central Business Register (CBR):** This register acts as a master frame from which all establishments- and enterprise-based surveys draw their sample. A CBR



is usually compiled for three main purposes: sample frame for business surveys and surveys on establishments, tool for making statistics on the dynamics and demography of enterprises, and data base for economic studies on enterprises. The NBS currently has a register based on partial records from some government departments. It needs to obtain the active cooperation of other administrative agencies (licensing authorities, taxation agencies, chambers of commerce, etc) and put in place effective arrangements for updating the register. Staff of other agencies involved will be given basic training on the concepts and classifications employed in the preparation of the register.

74. The NSS will benefit from technical assistance and international training in the area of compilation of business registers. Additionally the NSS could benefit from study tours or staff exchanges with other national statistical offices (NSO) to allow its staff to learn good practices and methods followed by other NSOs on the compilation, use and maintenance of business registers

75. *Development of a Household Sample Frame:* The national household register - also known as National Household (Masters) Sample Frame – to be used for all household based sample surveys will also be maintained and updated.

76. Regular updating of the sampling frames is necessary in order to improve the quality of statistical data and increase users' confidence in statistics. Improving the quality of sampling frames and building sound and reliable sampling frames make it necessary to ensure that there are sufficient methodological capacities within the specialized unit at the service of all the NBS subject matter directorates as well as the statistical units of MDAs. Hence, it is important that the sampling experts in the NBS are kept informed of the most recent methods. Training abroad is of importance for this purpose.

77. *Compendiums on statistical definitions, concepts and methodologies:* This will be compiled for South Sudan on the basis of best international standards, manuals and sound international practices applicable for implementation by the NSS in South Sudan. The NBS will also develop classifications and codes to be used on the basis of standardized international classifications/codes (including ISIC Rev. 4), and get them implemented effectively throughout the entire national statistical system to improve harmonization and consistency among various data sets within South Sudan and international comparability.

78. The NSS also aims at strengthening and maintaining GIS capability to increase the use of its functionality for statistical mapping by areas, within the NBS as well as other MDAs e.g. population, poverty, health, education, and labour statistics. This will also require digitization of all EAs and cluster maps.

## 5.4 Data Development and Management

### 5.4.1 Long-term vision to meet basic data needs

79. At the broadest level, the NSS must be capable of collecting and disseminating reliable, timely and relevant data on social, economic and environmental conditions for the citizens, businesses, governmental institutions and other interested parties in the country.

To meet these goals a NSDS work program will need to be designed such that it meets basic data needs for: (i) macroeconomic management; (ii) preparation of poverty reduction programs; (iii) monitoring progress towards the fulfillment of MDGs; and (iv) promotion of private sector development. NBS and MDAs will discuss and agree on the core set of indicators to be reported from MDAs to NBS for monitoring MDGs, and NBS will include these indicators in their regular publications.

80. The determination of a NSDS work program that satisfies the data needed to meet the above requirements presents challenges to the NBS and its partners within the NSS. The core work program needs to be balanced in scope and reflect the appropriate priorities of the SSDP, and the main stakeholders made up of the domestic public and private sector users, as well as external data users comprising the major DPs and foreign investors.
81. The data development program described and presented below is built upon a consolidation of existing surveys centered upon an integrated multi-topic household survey and the integrated business enterprise survey designed to collect information on corporate entities. The rationale for consolidating survey activities is provided by the need to maximize the use of resources, preclude over-stretching capacities, and to permit better management. In addition, it is designed in a manner that would reduce respondent burden. The program incorporates major statistical series that are commonly compiled in most developing countries to meet major data needs of all stakeholders, including government, NGOs, civil society and DPs. South Sudan's special circumstances are however factored in.

#### **5.4.2 Integrated Household Budget Survey (IHBS)**

##### **5.1.2 Strengthening co-ordination between statistical units in MDAs**

82. At present, the roles and responsibilities of the statistical units in the MDAs are poorly defined. Although the importance of the NSS is stated in the SSDP, the awareness for the NSS is rather poor at lower levels of the government such as the line ministries and some public institutions. This hinders integration of the system. It could be addressed by:

- d) Drawing up of a comprehensive list of statistics units within the NSS. This could begin with updating the report of the exercise on "the status of statistics in the national and state governments" conducted by the NBS during September-October 2010;
- e) Stating the objectives and missions of the statistical units in line ministries and their specific responsibilities; and,
- f) Creating, where necessary, and strengthening statistical units in the MDAs.

83. To improve inter-agency coordination on data collection and dissemination, a new NSS/NSDS co-ordination unit will be established within NBS. This unit will establish Statistics Sector Working Groups made up of NBS plus the relevant sector MDAs and supporting development partners. These groups will build on the Information Management Working Group which already exists. These groups will meet regularly to discuss data needs, planned data collection activities, standardization of classification and methodology, and data management, analysis and dissemination.

84. The proposed changes in NBS statistical operations will be supported with management and information system that will encompass the entire NSS, including integrated NSS work plans, a strong financial management and procurement guidelines, and procedures to meet the NSS objective of improving human and financial resource management and efficiency.

#### 5.4.3 Integrated Business Enterprises Survey

85. An Integrated Business Enterprise Survey (IBES) will be designed and launched as an annual survey to replace the various ad-hoc data collection efforts that are currently being made to obtain data from enterprises. The design will allow collection of relevant data for compilation not only for the National Accounts, but also to provide information for the estimation of the Balance of Payments, private capital flows and other targets and indicators identified in SSDP. The survey will cover all enterprises, irrespective of the sector of operations, and will be modular in structure, covering the full set of financial accounts appropriately disaggregated to support the national accounts compilation. Other appropriate modules to obtain output information, employment and wage data, will accompany the main form.

86. Undertaking IBES in a developing country such as South Sudan has several advantages. First, problems associated with the collection of data from a large number of small establishments (un-incorporated businesses) with poor records would be overcome without much loss of information. These (unincorporated small-scale enterprises<sup>4</sup>), which are largely household-based activities that could conventionally be covered through establishment surveys, will also be covered through the Integrated Household Budget Survey (IHBS) discussed below. Secondly, the survey will be multi-sector, and therefore, capture activities that are currently not covered by on-going sector specific surveys. Thirdly, the scope of the survey, in terms of the number of units covered, will be manageable if all large enterprises above a certain cut-off size are covered on a 100 percent basis, while the smaller enterprises are surveyed through a sample.

#### 5.4.4 Quarterly Surveys of Economic Activity

87. The NBS has recently carried out an integrated business survey covering manufacturing, construction, distributive trades, transport, etc. The survey's content was mainly geared towards the generation of indicators that were then needed to compile the country's overall GDP. The methodologies developed for the IBES mentioned above could be readily adapted and applied to the more frequent surveys (monthly, quarterly or yearly). The IBES questionnaires could be simplified and used for the consolidated business survey, which could be named the Monthly (or quarterly) Survey of Economic Activity. The survey, if appropriately designed, would generate data sets for the preparation of quarterly indices of production, etc.

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<sup>4</sup> When the production units of households are not legal entities (and cannot be treated as such) they are described as unincorporated enterprises. In South Sudan – like is most developing countries - the production from such enterprises is relatively small scale and includes informal and subsistence activities.

#### 5.4.5 Price Statistics

88. The area of price statistics requires special attention in South Sudan. Further work is needed in developing an integrated work program on price statistics that would provide a basis for the calculation of appropriate deflators, track price developments in the economy, and provide policy makers with the tools to address future inflationary pressures as they emerge.
89. An appropriate framework for price statistics should encompass consumer prices, producer prices, and import/export prices. Considerable progress has been made in the computation of the CPI on the basis of international recommendations with assistance from Statistics Norway. However, there is scope for streamlining the computations by using improved weights, and more careful selection of the outlets from which prices are collected. Key methodological issues in price statistics will need to be understood e.g. base weighted versus current based indices, importance of outlet selection, commodity specifications. The NBS, working closely with BSS, will also try to develop a system for collecting actual (or estimated) import and export prices. These institutions will also make efforts to compile import/export indices. Import price indices would require substantial investment in source data development (i.e., at customs).

#### 5.4.6 High Frequency Data Collection

90. The NBS is currently implementing the High Frequency South Sudan Survey (HFSSS) that is piloting an innovative data collection method using handheld tablet computers that will help the GOSS to monitor economic and social trends in four of the country's ten state capitals. Parallel market exchange rates and market price data for a subset of products from the CPI are being collected on a daily basis to track movements in the exchange rate and inflation. A household questionnaire is collecting monthly data on household assets and resources, food consumption, hunger, health, community security, and household perceptions about well-being and government service delivery. The NBS will explore possibilities to scale this project nationwide and using tablet computers to augment other data collection activities.

#### 5.4.7 Agriculture Statistics

91. The SSDP has identified agriculture<sup>5</sup> as a sector that plays a vital role in diversifying and sustaining economic growth and development, thereby enhancing food security and promoting poverty reduction. Recent studies have shown that GDP growth from agriculture is twice as effective at reducing poverty compared to GDP growth originating from other sectors<sup>6</sup>. For this reason, the SSDP places greater emphasis on increased agricultural production, which will in turn, increase demand for related sectors such as rural transformation and services, infrastructure, agro-based industrial production activities, trade and tourism, and transport and communication sectors. Consequently, producing reliable and timely agriculture statistics is critical for policy making and compiling other statistics such as national accounts.

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<sup>5</sup> The term agriculture is used here in a broader sense to include crop and livestock production, forestry and fishing activities – as defined in *ISIC Revision IV*.

<sup>6</sup> World Development Report, 2008

92. During the NSDS implementation period and beyond, the NBS and its partners (especially those MDAs responsible for crop and livestock production, forestry and fishing) will need to strengthen agriculture statistics by (i) carrying out Annual Agriculture Surveys using some instruments that will enable harvest forecast, estimation of inventory and post-harvest production; (ii) improving the survey methodology including the use of an updated sampling frame based on an up-dated business register and the household sampling frame; (iii) development of a manual of general methodology that describes survey design, data collection and analysis of results; (iv) improving data processing by developing a manual describing data-entry, data-cleaning, and tabulation methods and procedures; and (vi) archiving data to disseminate and publish results.

#### 5.4.8 Other Surveys

93. *Compilation of Leading Indicators:* The importance of a set of leading indicators cannot be understated as a tool for monitoring short term trends in a market economy, and as an instrument for assessing near term economic developments. These indicators play a key role in fine-tuning policy and managing the economy. The NBS will attempt to systematically tap existing information to begin compilation of such indicators.

#### 5.4.9 Indices of Production

94. Due to lack of capacity and weaknesses in available data collection system, the NBS is currently unable to compile such indices, which are important in monitoring monthly and quarterly production activities in the key sectors of the economy. With improved data availability and better coverage of production, these indices will be developed.

#### 5.4.10 Administrative Data

95. Statistical systems in most countries rely on administrative data sources to a considerable extent. These areas primarily relate to data on external trade based on Customs records, public finance data based on Government revenue/expenditure accounts, banking statistics, and a whole range of social statistics based on the use of and access to public facilities in sectors such as health, education, and welfare services. The challenges for South Sudan are how best to ensure that the data are made available, and that the availed data conform to established international classifications and definitions. The NBS faces this as a major challenge and needs to work in harmony and in cooperation with the various MDAs responsible for maintaining these administrative records. In South Sudan context, the NBS needs to work with the concerned MDAs in several ways: relevant assistance to design data collection instruments (questionnaires/forms); identify data needs, work towards acceptance and implementation of standard classifications, arrange for smooth flows of data on a timely basis and, where necessary, train the staff of the MDAs in an appropriate manner.
96. As a first step, the NBS needs to carefully identify its requirements, engage the MDAs involved, and help train the staff (both the NBS and MDAs). To achieve this goal, the NBS will have to play more aggressively its role as the NSS coordinator than hitherto. The NBS

will also need to pursue the issue of obtaining data access with other agencies in a more persistent manner. Interventions by the Government (Council of Ministers) via clear directives may be called for.

#### 5.4.11 Monetary and Financial Statistics

97. *Banking and Monetary Statistics:* The primary responsibility for compiling these statistics rests with the Bank of South Sudan. The BSS, with assistance of IMF, is already moving towards setting up an appropriate framework for the collection of these statistics using international standards. However, the NBS is an important user of the data, especially in the compilation of the national accounts. The IMF's balance of payments statistics mission in December 2011 noted that the existing BSS Act may not be adequate for assuring a comprehensive data collection system for external sector statistics. In this regard, the NBS as coordinator of NSS will need to discuss with BSS, South Sudan Customs, and other relevant MDAs and specify clear agency roles and responsibilities for collection of data for various components of external sector statistics, including on external debt, remittances, external trade, direct investment and current and capital transfers. It is important that the NBS develops an outreach program with BSS to gain fuller access to the information on these statistics.
98. *Government Finance Statistics:* The Ministry of Finance and Economic Planning is the main source of fiscal data for all units under the central government and general government. South Sudan's fiscal system is just beginning to evolve. The Government will, however, ensure that groupings of public institutional units and classifications of flows and stocks fully conform to international standards. This requires inclusion of transactions currently off budget in the published accounts. At present, the NBS only has access to partial fiscal data that are used to estimate national accounts. South Sudan needs to begin phasing in the *Government Finance Statistics Manual 2001 (GFSM 2001)* framework and to improve the data sharing arrangements among the source data providers. The first step will be to strengthen the legal framework for the agency responsible for compiling and disseminating fiscal data, to empower the agency full access to financial information at all levels of the government. Concurrently, the next steps will be to (i) group all public institution units according to the *GFSM 2001*, (ii) develop bridge tables linking national presentations to the *GFSM 2001* presentation, for public institutions' account to produce cash flow statement, financial balance sheet, and the *Classification of Functions of Government (COFOG)*, and (iii) broaden the coverage from budgetary central government to central government, and general government. Ultimately, these crucial steps will support the buildup of national accounts both by sector and by expenditure. It is therefore, important that work on these tasks begin as soon as possible.

#### 5.4.12 Extractive Industry Statistics

99. *South Sudan's Extractive industries* ( i.e. industries engaged in the production of oil, gas, and mining of minerals) play a leading role in promoting the country's economic growth and development. Oil and minerals accounts for nearly 64 percent of the overall exports and about 60.2 percent of the GDP. Due to the importance of the sector in the national economy, the Government of South Sudan aims to establish a comprehensive statistical framework for the sector, which will help policy-makers steer the sector and inform stakeholders at all levels of the South Sudanese society. As matter of high priority, the

Ministry of Petroleum and Mining working in collaboration with NBS will pay special attention to data development in the subsectors of mining, including extraction of crude oil and natural gas, refined petroleum oil and petroleum products. The data development will also involve dialogue between producers and users of data.

100. NBS and relevant MDAs will work closely with enterprises in the energy sector to develop information-operation systems that will collect and process relevant statistics from the enterprises' administrative registers and subsequently submit the resulting data to the relevant agencies for further processing and dissemination.
101. The first task will be to establish a register of operators in the extractive industries in South Sudan, which will act both as a directory, but also as the main sampling frame for specialized surveys and studies of the industry. Secondly, NBS and relevant MDAs aim to engage the industry in a dialogue on the need for regular and reliable reporting of information pertaining to the operations of extractive industries and to reach an agreement on formats and information transfer protocols.
102. NBS and relevant MDAs will establish a database with shared access containing among other things information on production volumes of oil, gas and minerals, sale prices, inputs into the production process including energy consumption and prices and employment and wage information. To facilitate the task a number of dialogue meetings and trainings of stakeholders will be arranged as the need arise.
103. The ultimate goal of this initiative will be to have a complete and comprehensive database with good quality data, updated on a timely basis and providing an overview of the global oil and electricity supply situation and to disseminate the information to users in an open, transparent and effective way.

#### **5.4.12 Infrastructure Statistics**

104. Statistics relating to various types of infrastructure as well as their geographic distribution will be important for policy and planning purposes, as well as in guiding investment decisions in South Sudan. Infrastructure activities, such as power, transport, telecommunications, provision of water, and sanitation and safe disposal of waste, are central to the activities of the household and to economic production in the country. Without any of these either economic production will suffer or the quality of life will deteriorate. One could thus view these activities as essential inputs to the economic system. Therefore provision of reliable statistics in these areas is necessary to enable policy makers to determine infrastructure priorities and track development. The NBS intends to evolve a mechanism for collection of data on the following infrastructure activities:

- Railway tracks and stations
- Roads and bridges
- Runways and other airport facilities
- Transmission and distribution of electricity
- Telephone lines, telecommunications network (including mobile telephones), internet and e-mail connections, and courier services



- Pipelines for water, crude oil, etc.
- Waterways, port facilities
- Canal networks for irrigation
- Sanitation or sewerage.

105. Some data on the above mentioned activities are already being compiled by different MDAs. Thus some infrastructure data are available, but in dispersed fashion. NBS will develop a mechanism that will bring together the collection and compilation of data on all infrastructure activities. To improve the accessibility of infrastructure data to policy makers and other data users, NBS will also ensure that all data on infrastructure are published in one document.

#### 5.4.12 External Trade Sector

106. *Balance of Payments (BOP)*: The NBS and BSS will be expected to share responsibility of preparing BOP. The NBS needs to work more closely with the BSS to set up some arrangements for data exchange. Similar arrangements should also apply in the case of external trade data compiled by the Customs authorities.

107. The BSS should develop a framework for compiling international investment position statistics. The sixth edition of the *Balance of Payments and International Investment Position Manual (BPM6)* will be adopted as the methodology to be used for compiling BOP and International Investment Position statistics. As part of the NSDS, South Sudan will also consider participating in the IMF's Coordinated Direct Investment Survey and the Coordinated Portfolio Investment Survey. Later NBS will work with BSS to begin the compilation of quarterly BOP and International Investment Position statistics, and will also be reporting data on international liquidity to the IMF Statistics Department. An external debt statistics database will also be developed as South Sudan begins to incur foreign liabilities.

#### 5.4.13 National Accounts

108. The NBS' immediate priority is getting the estimation of the country's Gross Domestic Product (GDP) contributed by various sectors of the economy, coupled with key censuses and surveys that need to provide input into GDP compilation. Work on GDP by activity has started, but will require benchmark surveys in agriculture.

109. *Implementation of the SNA 2008*: The NBS staff members in the National Accounts section have limited knowledge about the System of National Accounts (SNA) 2008, and are in need of further training. Staff in other departments of the NBS will also have to be familiarized with the basics of SNA. The NBS' immediate plan is to get its national accounts staff trained on basic SNA methods as applied in the developing countries of the East African region. Given the nature of the SNA as an organizing framework for data collection, it is important that all staff at NBS (not directly involved in compiling the national accounts) and staffs at other key MDAs are exposed to the key features of the SNA.



110. Furthermore, progress in the compilation of the national accounts will also require actions on several fronts. Most important among these actions is the implementation of the program of surveys and other data collection efforts identified in this NSDS, including the development of better deflators. Without collection and compilation of the identified data from these surveys, the NBS will not be able to develop good national accounts.

#### 5.4.14 Demographic Analysis

111. Estimates of current population in South Sudan are prepared based on the 5<sup>th</sup> Sudan Population and Housing Census conducted in 2008. It is important to note that the data collection for this census was conducted by the NBS, and that the data collection process was successful despite the very adverse conditions under which the operation was carried out, and the on-going political discussions concerning the objectives and the uses of the census results. NBS considers it as a major achievement the fact that by it (NBS) strictly adhering to the principles of official statistics, the census exercise was well conducted and the results were officially used by the Government and the international community for planning purposes.
112. South Sudan NSS has significantly benefited from the 2008 Census. Basically, the census has provided all the traditional information on population, the households, their housing and economic activities, as well as additional information on living conditions and establishments. The census has also laid an important foundation for future data collection by the NBS and other MDAs. It has provided information on the dispersal and settlement of the population, and allowing new maps to be drawn up. It has further provided the benchmark data that the proposed household-based sampling frames could be drawn up from. Finally, it has also provided information that will allow some formation of registers with the potential of being updated, such as in agriculture and in construction.
113. The 2008 population census generated a wealth of information and provides a basis for creating a database for small areas. The design of such a database, taking into account user needs, will be a high priority activity. The census has not been fully exploited as a data source. The NBS needs to pay attention to its use in base year estimates of many of the MDG indicators. South Sudan faces some critical demographic issues e.g. a youth population, the migratory movements across states, etc. From a policy perspective, these issues demand analysis. Such analysis would be greatly aided by fuller exploitation of existing data. While the NBS may not have the capacity itself to engage in such analysis, it can greatly contribute towards enhancing collaboration with research institutes and by providing greater access to the data it holds.

#### 5.4.15 Social Statistics

114. Social statistics covering health, education, welfare, and living conditions can for the most part, be derived from administrative records supplemented by survey data. The framework for these is provided by the MDGs. The 48 key indicators encompassed by the MDGs represent the core social and poverty related indicators that have been accepted at the international level for monitoring progress. Much of the information for compiling the MDG indicators will be based on administrative records and other information, especially that pertaining to poverty will need to be collected through household inquiries. The main

vehicle for collecting such data will include IHBS and the Demographic and Health Surveys and other household-based surveys. The expectations are that a comprehensive monitoring system will be developed, with the NBS playing a major role. That role can be three fold: setting standards, using surveys as a tool for data collection and in harnessing administrative data and finally incorporating information into its databases. Harmonization of classifications and their enforcement will constitute a major challenge for the NBS.

115. The IHBS will generate more robust data particularly in respect of incomes and consumption. The data will also greatly contribute to the pool of information for calculating poverty lines and the estimation of the poor. The flexible inclusion of modules dealing with particular social issues would lead to the collection of data for calculation of the MDG indicators.

#### 5.4.16 Actions and timeframe

	Activity	Output	Expected Completion date
1	Identifying the shortages and shortcomings of the subject matter of statistics and listing actions necessary to reduce the gaps.	Report on the shortages and shortcomings of the subject matter of statistics Program of work to reduce the gaps.	
2	Strengthening dependence on administrative registers and data by re-examining all data sources potentially useful for statistical purposes, connecting directly with data sources providing electronic records when it is feasible.	Report on strengthening the dependence on registers and administrative records	
3	Improving the harmonization of work methodologies between the NBS and all units in the NSS.	Manual of procedures describing the role of the NSS, and the procedures of work relations between the NBS and the other statistical units of the NSS.	

#### 5.5 Improving physical infrastructure and equipment

116. The importance of physical infrastructure and equipment to a Statistical Office cannot be over-emphasized. An organization that has adequate number of these facilities and which makes the best use of them is bound to be more successful in discharging its duties than the one whose infrastructure is rudimentary and inadequate. In the case of the NBS, attention will be focused on physical infrastructure (office space), survey/census and information technology (IT) infrastructure.

### 5.5.1 Physical infrastructure (office space)

117. The physical work environment of staff in the NBS and most MDAs is not conducive for statistical production. The NBS headquarters is currently housed in Juba in a temporary office space with the buildings mostly made up of either prefabricated materials or huge modified containers. It does not have adequate air conditioning system; data storage facilities are inadequate; computer equipment is not up to date and in short supply; and access to Internet is not reliable. The buildings were meant for temporary use by the NBS as the Government tries to get better space for the construction of proper NBS offices. In order to enhance better working environment, the NBS needs a modern building on its own piece of land. A building proposal for a plan along these lines is being prepared for presentation to the Government and DPs.
118. At the states level, the NBS has ten offices, one in each state capital and accommodates field staff. Most of the state offices are also not conducive to a good working environment. For safe custody of computers and other office equipment as well as regional datasets, it is necessary to provide permanent buildings with adequate security.

### 5.5.2 Information Technology (IT)

119. Accessibility to, and effective use of information have become critical factors in sustainable economic and social development. It is therefore important to improve the equipment and software used by the NBS' Information Technology and Communication (ICT) unit. The ICT infrastructure at the NBS is at present quite rudimentary. The NBS ICT unit is responsible for developing and managing IT policy and infrastructure, Data Processing, Data Archiving, Data Management, Computer Networking, Database Systems Design, Software design, Management Information Systems, maintenance of the LAN, oversee all IT hardware and software, Website content updates and document uploads. However, not all the PC's are networked and there is no central data repository. With regard to software, the PC's have different application software installed e.g. SPSS used for data entry, Excel for statistical analysis and spreadsheets and NADA for data storage. There is no connection with other MDAs. The NBS is currently preparing an ICT policy framework to be incorporated into the NSDS program. It is important for NBS to note that capacity and speed of internet is a crucial part of the infrastructure.

### 5.5.3 Library Services

120. A library is an essential infrastructural component of a statistical institution. It is used as the main depository of textbooks and other reference materials e.g. journals, periodicals, magazines, maps etc. The NBS needs a modern well established library that will be able to serve users from within the NBS, MDAs and the general public. The NBS has a small library containing its publications, other statistical publications on South Sudan and neighboring countries, and reference materials on statistical production. This material has been provided by the NBS and development partners.

121. Currently, the library is used mostly by the NBS staff for their work. However, staffs from other government agencies, researchers and representatives of development partners occasionally use the material as reference. Publications are arranged by subject matter, but there is no formal computerized inventory of the material present. This limits its usefulness for reference purposes. The NBS staff members borrow books from the library, but there is no formal borrowing system.
122. The NBS library has one staff member in charge of it. NBS is currently conducting a thorough inventory of the library, with a view to identifying gaps in its coverage and classifying the material more systematically. Since a lot of publications are currently stored in individual offices, the NBS is making an effort to consolidate all reference materials within the library. Challenges are the limited funds available for purchasing publications, and the small space available for library and storage.

## **5.6 Setting up a Framework for Investment in and Financing of the NSDS**

123. The action program proposed for the NSDS is very varied and concerns many agents, including directorates and departments within the NBS, several key MDAs and state governments in South Sudan. For these reasons it is important to agree on and adopt a comprehensive framework for both implementation and monitoring of the activities outlined in the NSDS program. It should also be noted that as the implementation of the NSDS program progresses, it will become necessary to adapt it to new realities and align it to changes in circumstances within the country, and the MDAs forming the NSS. Hence, a comprehensive implementation and monitoring framework is certainly needed.
124. To address the above mentioned issues and be able to effectively carry out the NSDS program implementation and daily program administrative work, it is proposed that an NSDS Coordination Unit be established to coordinate activities of the NBS and MDAs expected to participate in the implementation of the NSDS program, manage reporting and auditing activities, and ensure compliance with the procurement, disbursement and financial management policies and procedures. The functions of this unit will include expenditure management, monitoring and evaluation of the activities of the NBS and MDAs participating in the NSDS program implementation. The unit will directly report to the Statistician General of NBS. The Statistician General will in turn present the NSDS progress reports to the joint Government/DPs Committee for the implementation of the NSDS program for discussion and endorsement. Thereafter the Statistician General will proceed to present the progress reports to the NBS Board for approval. Care will be taken to ensure that progress reports are distributed to all Heads of Departments at the NBS and to their colleagues in equivalent positions at other NSS institutions. These progress reports might be followed up by seminars for the NSDS partners at least once a year.
125. Since several DPs have shown willingness to support the Government during the implementation of the NSDS in the short- and medium term, it is expected that there will be a number of different funding mechanisms in place. It will be important therefore, for the Government and the NBS in particular to take the lead in coordinating donor assistance to avoid duplication and overlapping.
126. It is expected that a number of different funding mechanisms will need to be put in place during the initial years of implementation of the NSDS. Some DPs may prefer to fund specific projects/programs with defined inputs, outputs and objectives. Other DPs

will be willing to develop a basket of funding mechanism, based on annual work programs. Their funds could be disbursed through a financial management arrangement that will be agreed upon with the Government.

127. During the first two years of the NSDS implementation, the Government has indicated that it would like the NBS to move from the current project “piecemeal” approach to a “basket funding” arrangement with its DPs. This would be a more efficient way to manage available resources to meet agreed priorities based on partnership and trust with GOSS and development partners. Modalities regulating the workings of the basket will need to be clearly spelt out and agreed upon in a performance agreement signed by all parties. As far as possible, other bilateral donors will be encouraged to participate in such a funding mechanism, since this will reduce the requirement to prepare separate NSDS implementation progress reports.
128. The basket fund approach has the following advantages:
- Enhanced clarity of the cost implications of implementing single activities as well as the whole agreed plan;
  - Uniformity of reporting and accounting modalities;
  - Coherence and complementary initiatives of different stakeholders;
  - Focus on commonly agreed outputs;
  - Enhanced operational transparency; and
  - Enhanced control of the NBS and MDAs over their direction and priorities.

## **6.0 Implementation of NSDS**

### **6.1 Proposed Sequencing of Activities**

129. The NSDS implementation plan lays great emphasis on the essential inputs required for the achievement of the desired outputs and expected outcomes. In this regard, the following criteria have been used to prioritize the activities that the NBS, in collaboration with MDAs, intends to implement in the next three to five years:
- The core activities that the NBS as an institution, must continue to undertake as mandated by the proposed Statistical Act and various government policies that come into force from time to time.
  - On-going activities e.g. GDP estimation, Consumer Price Index (CPI), poverty analysis, and other indices to be compiled during the NSDS implementation period.
  - The institutional and technical capacity of the NBS to effectively undertake the activities included in the NSDS program.
  - The linkage of the Plan to the SSDP.
  - The activities that have strong linkages with key Government policy issues e.g. Governance, HIV/AIDS, poverty reduction, etc.
  - Activities that would enhance the institutional, human resources and ICT capacity of the NBS and MDAs to deliver on the stated NSDS strategic objectives.
  - Activities that respond to regional and global obligations for reporting statistics, for example in the context of reporting progress on the Millennium Development Goals (MDGs).

- Development of a “basket funding” arrangement with the NBS and development partners.
- Strengthening co-ordination of collection, compilation, and use of data produced by the NBS and other statistics agencies.
- Strengthen the critical triangular feedback linkages among policy makers, data producers and researchers.
- Encourage the formation of sector working groups (comprising of NBS/MDAs/research/academic institutions) that will regularly meet to discuss sector issues aimed at:
  - preventing duplication and wasteful utilization of scarce resources available for data collection and analysis;
  - facilitating pooling of resources for greater impact;
  - sharing knowledge and best practices among data producers and analysts;
  - generating improved and relevant statistical products;
  - ensuring technical and analytical coordination by promoting across the board use of standard concepts, definitions and classifications to improve data comparability; and
  - Encouraging in-depth analysis and publishing of sector specific data.

130. The NSDS implementation program is structured under the following key activities in order of priority.

(a) Organization Development

- Review the proposed Statistical Act.
- Setting up of a joint Government/DPs national statistics committee that will foresee the implementation of the NSDS.
- Establish statistics sector working groups that will discuss sector issues and agree on integrated sector annual work plans and training plans.
- Setting up statistics units in key MDAs and strengthening the existing ones.
- Publish a data release calendar for all key outputs of the NBS.

(b) Human Resource Development

- Review and streamline the NBS organizational structure.
- Undertake training needs assessment whose results will be used to develop an NSS consolidated training plan needed to strengthen the NSS operations.
- Undertake a review of the current incentives and remuneration system for the staff of the NBS and statistics units in MDAs,

(c) Development of Statistical Infrastructure

- Improve the NBS Register of Business Establishments/Enterprises
- National Household Sampling frame.
- Compile compendiums on statistical definitions, concepts and methodologies.
- Undertake an ICT needs assessment for NBS and MDAs participating in the NSDS program.

(d) Data development

- **Surveys**

There are two different types of surveys, i.e. establishment based surveys and household based surveys.

- i. Household based surveys will include:-
    - Integrated Household Budget Survey;
    - Survey of People with disability;
    - Agriculture and Livestock Survey;
    - Demographic and Health Survey
  - ii. Establishment/enterprise based surveys will include:-
    - Integrated Business Establishments Survey;
    - Monthly Survey of Hotels and Lodges, etc.
  - iii. High Frequency Data Collection:  
The NBS will continue to pursue the collection of high frequency data on economic and social indicators to inform policy makers of changing trends in real time.
- **Censuses**
    - Population and Housing Census;
    - Census of business establishments/enterprises, etc.

#### 6.1.1 Key Censuses and Surveys Implementation Scheduled.

The proposed key censuses and surveys are grouped in each fiscal year as shown in Annex.

(Tick (✓) indicate implementation year)

PROPOSED CENSUSES AND SURVEYS TO BE IMPLEMENTED UNDER NSDS PROGRAM				
	2014/15	2015/16	2016/17	2017/18-20
<b>1.4 Statistical service delivery</b>				
1. Client Satisfaction Survey		✓		✓
2. National Services Delivery Surveys				✓
<b>1.5 Economic Growth</b>				
1. Compilation of National Accounts	✓	✓	✓	✓
2. Integrated Business Enterprises Survey		✓		
3. Informal Cross Border Trade Survey (Annual)	✓	✓	✓	✓
4. Hotel Occupancy Survey		✓	✓	✓
5. National Labour Force Survey	✓			✓
6. Tourism Statistics/Improvement of National Account	✓	✓	✓	✓

<b>1.6 Price and welfare monitoring</b>				
1. Consumer Price Indices	✓	✓	✓	✓
2. Producer Price Indices		✓		✓
3. South Sudan High Frequency Survey.	✓	✓	✓	✓
4. Integrated Household Budget Surveys		✓		
5. Welfare Monitoring Surveys	✓		✓	✓
<b>1.7 Education</b>				
1. Education Annual Surveys (Annual)	✓	✓	✓	✓
<b>1.8 Health</b>				
1. South Sudan Household Health and Demographic Surveys				✓
<b>1.9 Agriculture and Food Security</b>				
1. Rapid Appraisal Agriculture Surveys (Annual)	✓	✓	✓	✓
2. Analysis of Food Security Situation (Annual)	✓	✓	✓	✓
3. National Agriculture and Animal Resources Survey				✓
<b>1.10 Population Dynamics</b>				
1. Population Census 2014			✓	
2. Gender Inequality, People with Disability and Adolescent Fertility Survey				✓
3. Revitalization of VRS	✓	✓	✓	✓

### 6.1.2 Development of Routine Data System.

131. Routine data sources are those that collect data on on-going basis, as a matter of routine and at regular intervals. Most of the routine data sources are obtained as a by-product of the Government's administration services, and hence they are also referred to as administrative data sources. The term routine data system (RDS) as used in this document refers not only to the collection of data, but also how data collected from such sources are compiled, stored, and how the information flows to decision makers, researchers, and other data users.
132. There is a range of RDS in place in key MDAs in South Sudan. They include the statistics compiled by the Ministries of Agriculture, Education, and the BOSS. These MDAs are already involved in the implementation of their own portions of the SSDP and have set up their own RDS to generate and compile data for planning and monitoring purposes. These systems currently exist in isolation and parallel to each other.
133. The NSDS will address the development (including coordination and integration) of RDS in the following priority MDAs: Ministries of Finance and Economic Planning (including Customs and Revenue Departments), Education, Health, Transport and Communication, Petroleum and Mining, Civil Registration and the BOSS. The NSDS will



ensure that quality routine data from these agencies is available in appropriate format on a timely basis, and used in decision making by policy makers in the public and private sectors. It is anticipated that the strengthened RDS system will provide a good number of indicators of growth and poverty monitoring and evaluation, which can be collected through routine administrative data system.

## 6.2 Financial and Resource Requirements

### 6.2.1 Overall Budget Summary of NSDS by Component

<b>Table 1: Overall Budget Summary of NSDS by Component, FY2014-2020</b>		
<b>Component Description</b>	<b>US Dollars (Thousands)</b>	<b>Percent of Total</b>
A: Strengthening legal and institutional Framework	291	0.5
B: Improving Human Resource and Capacity Development	4,964	8.6
C: Development of Statistical Infrastructure	1,342	2.3
D: Data Development and Management	35,243	61.0
E: Improving Physical Infrastructure and Equipment/Software	12,702	22.0
F: Developing Framework for Investment and Financing of NSDS	3,255	5.6
<b>TOTAL</b>	<b>57,796</b>	<b>100.0</b>

<b>Table 2: Five Year Budget Summary of NSDS by Component, FY2014-2020</b>					
<b>(Thousands of US Dollars)</b>					
<b>Component Description</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18-20</b>	<b>TOTAL</b>
A: Legal Reforms and institutional Development	55	142	48	46	291
B: Improving Human Resource and Capacity Development	1,054	1,256	1,060	1,594	4,964
C: Development of Statistical Infrastructure	145	474	276	447	1,342
D: Data Development and Dissemination	536	10,881	2,768	21,058	35,243
E: Physical Infrastructure and Equipment/Software	0	9,455	15	3,232	12,702

F: Project Management and Coordination	764.6	966	657.6	868	3,255
<b>TOTAL</b>	<b>2,554.6</b>	<b>23,174</b>	<b>4,824.6</b>	<b>27,244.6</b>	<b>57,796</b>
<b>% Budget</b>	<b>4.4</b>	<b>40.1</b>	<b>8.4</b>	<b>47.1</b>	<b>100</b>

### 6.2.2 NSDS/National Statistics System Budget

S/No.	National Statistics System - Budget Summary, 2014 – 2020		
	(Thousands of US Dollars)		
1.	Ministry of Agriculture and Forestry		
	<b>Item</b>	<b>Specific Planned Activities</b>	
	Institutional Capacity Building	Training: Basic Statistics, survey Designs, Methodology, Data Analysis and Management	140,000
	IT Equipment		220,635
	<b>Budget</b>		<b>360,635</b>
2.	Ministry of Education, Science and Technology		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: Basic Statistics, survey Designs, Methodology, Data Analysis and Management	140,000
	IT Equipment	Computers, Software, Printers, website + + +	572,000
	Consultancy :Policy Engagement	Consultancy, Development of Policy document	100,000
	Education Annual Surveys	(in 2013 & 2016)	2,000,000
	<b>Budget</b>		<b>2,812,000</b>
3.	Ministry of Animal Resources and Fishery		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: Basic Statistics, survey Designs, Methodology, Data Analysis and Management	140,000
	IT Equipment	Computers, Software, Printers, website + + +	220,000
	<b>Budget</b>		<b>360,000</b>
4.	Ministry of Commerce, Industry and Investment		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: Basic Statistics, Survey Designs, Methodology, Data Analysis and Management	140,000
	IT Equipment	Computers, Printers and Memory backup	17,000

	<b>Budget</b>		<b>157,000</b>
5.	<b>Ministry of Petroleum and Mining</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: Basic Statistics, Survey Designs, Methodology, Data Analysis and Management	182,000
	IT Equipment	Computers, Printers and Memory backup	115,000
	Building	Construction of the building ( Data centre)	1,575,000
	<b>Budget</b>		<b>1,872,000</b>
6.	<b>Ministry of Finance and Economic Planning –GOSS</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	175,000
	IT Equipment	Computers, printers, scanners and Software	100,000
	<b>Budget</b>		<b>275,000</b>
7.	<b>State Ministries(MOFEP, Education, Health, Agriculture, Animal and Social Development</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	420,000
	IT Equipment	Computers, printers, scanners and Software	720,000
	<b>Budget</b>		<b>1,140,000</b>
8.	<b>University of Juba</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: certificate & Degree	490,000
	Development of the statistics Curriculum at the university of Juba		40,000
	Building Statistical & Mathematical Lab		200,000
	IT Equipment	Computers, printers, scanners, Internet, lab equipment and tools and Software	200,000
	<b>Budget</b>		<b>930,000</b>
9.	<b>South Sudan Custom</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: statistical packages, Compilation of import and Export	164,140
	IT Equipment	Computers, Software, Internet, printers and scanners	110,000
	Building	Physical Infrastructure	146,000
	<b>Budget</b>		<b>420,140</b>
10.	<b>National Bureau of Statistics (NBS)</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training: short/long term courses, Study tour and post graduate studies	1,610,000
	Business Establishment Survey		500,000
	ICT Equipment and Software	Computers, printers & scanners	830,365

	Spatial Data System Development		856,500
	upgrading Library		154,000
	IT Consultant (Long/Short Term)		150,000
	upgrading of Data processing centre		212,000
	National Services Delivery Clients Survey (NSDCS)		1,000,000
	South Sudan Household Health Survey (SSHHS)		2,500,000
	Integrated Household Budget Surveys		6,700,000
	Gender Inequality, People with Disability and Adolescent Fertility Survey		1,690,000
	Welfare Monitoring Survey (WMS)		1,000,000
	Updating Design of Master Sampling Frame		110,000
	NSDS: Coordination Unit		3,254,800
	Market Prices Collection-CPI	Prices collections	760,000
	GDP & CPI Formulation Publication		170,000
	National Agricultural and Animal Resource Survey (NAARS)		11,260,000
	National Labour Force Survey		1,250,000
	Business Surveys/Industrial Surveys		1,500,000
	Formal & Informal Border Trade Survey		536,975
	Revitalization of VRS		-
	MDG Evaluations		355,000
	Analysis of Food Security situation (LAF)		450,000
	Building		6,000,000
	Support for the establishment of Legal framework	Statistical Act, NBS Organogram, Coordination/Corporation with MDA, dialogue/workshops, Establishment of statistical units in MDAs, advocacy/awareness campaign, Data access Frame, Develop standards, Concepts and Classification	141,000
	Publications		520,000
	Rapid appraisal Agricultural Survey		500,000
	Tourism Statistics (Improvement of National Account)		586,000
	PPI- Price Collections		600,000
	South Sudan High Frequency Surveys		1,200,000
	Hotel Occupancy Surveys		840,000
	<b>Budget</b>		<b>47,236,640</b>
11.	<b>Ministry of Interior: South Sudan Police</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	332,860
	IT Equipment	Computers, Printers, Scanners and Software	300,000
	<b>Budget</b>		<b>632,860</b>
12.	<b>Ministry of Health</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	160,000
	IT Equipment	Computers, Printers, Scanners and Software	220,000
	<b>Budget</b>		<b>380,000</b>

13.	<b>Ministry of Wildlife &amp; Tourism</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	140,000
	IT Equipment	Computers, Printers, Scanners and Software	200,000
	<b>Budget</b>		<b>340,000</b>
14.	<b>Ministry of Justice</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	140,000
	Technical Assistance on Development of Statistical Data		100,000
	IT Equipment and Software	<b>Computers, printers etc</b>	200,000
	<b>TOTAL</b>		<b>440,000</b>
15.	<b>Ministry of Labor and Public Services</b>		
	<b>Item</b>	<b>Specific Plan</b>	
	Institutional Capacity Building	Training	140,000
	Technical Assistant on Development of Statistical Data		100,000
	IT Equipment and Software	Computers, printers etc	200,000
	<b>TOTAL</b>		<b>440,000</b>
	<b>GRAND TOTAL</b>		<b>57,796,275</b>

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/17	2017/18/ 19/20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
A	LEGAL REFORMS AND INSTITUTIONAL DEVELOPMENT												
5.1.1	Revise Statistics Act to provide for autonomy, better organizational and coordination structures.	Introduce effective Statistical Service Framework for efficient delivery of statistical services.	-	-	-	-	-	Jan 2012	3 years	NBS	Ministry of Justice, Office of the President (OP), Ministry of Finance and Economic Planning (MOFEP), Parliament and MDAs	Revised Statistics Act enacted and operationalized.	Official statistics production and easy access to anonymized micro data for service delivery effectively coordinated under a well structured autonomous NBS
4.2	Review NBS organogram reflecting its role in coordination and advising agencies in NSS.	Introduce effective Statistical Service Framework for efficient delivery of statistical services.	5	-	-	-	5	Jan 2015	3 years	NBS	Office of the President, MOFEP, Public Service Department?	Re-structured organogram prepared and implemented.	Enhance quality of statistics across NSS
5.1.2	Improve cooperation and coordination between MDAs involved in statistical activities	Introduce effective Statistical Service Framework for service delivery improvement	10	10	10	20	50	Jan 2015	5 years	NBS	MDAs benefiting from the NSDS program funds.	NSDS Coordination Unit established and operationalized in NBS. MOUs prepared and signed between NBS and selected MDAs. Statistics Sector working groups established and operationalized.	Improved cooperation and coordination between MDAs involved in production and use of official statistics.

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Establish mechanism for effective dialogue with data users and data producers through (a) Advisory Forum (b) User - Producer national/regional workshops	Carry out survey of client satisfaction and implement measures for establishing producers and users consultations on a regular basis.	10	17	8	8	43	March 2015	5 years	NBS	OP and MOFEP	Client Satisfaction Survey Reports Produced and recommendations implemented and widely disseminated. Users/Producers Annual workshops undertaken regularly.	Improved data producers and users participation in planning and implementation of various statistical activities.
	Establish and obtain funds for Statistical Units in selected key MDAs	Introduce effective Statistical Service Framework for service delivery improvement	5	30	10	8	53	Oct 2014	5 years	NBS , MDAs	OP, Public Service Department, and relevant MDAs.	Statistical Units established and operationalized.	Increased production and use of timely and reliable statistics from the selected MDAs
	Carry out statistical advocacy and awareness and sensitization campaign on the importance of statistics	Introduce effective Statistical Service Framework for service delivery improvement	15	30	20	10	75	Jan 2015	5 years	NBS	MDAs benefiting from NSDS program	Increased awareness and use of statistics in Government policy documents. Increased use of statistics by the media.	Increased effective use of Statistics for Decision making and planning Processes

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS COD E	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Develop a regulatory and data access framework that promotes the effective use of data while still maintaining legal safeguards on the confidentiality of individual records.	Increased sharing of micro data by among key data users and producers including research and academic institutions.	10	-	-	-	10	April 2015	5 years	NBS	OP, MDAs	Statistics information and micro data access policy developed and operationalized.	Alignment of all statistics methodologies and standards
	Develop standards, concepts and classifications developed and coordinated	NSS adopts common concepts, definitions and methods for data collection and analysis.	-	15	-	-	15	Aug 2015	1 years	NBS	MDAs including national universities.	A compendium of statistical concepts and definitions published and placed on NBS website.	Improvement in data collection
	Develop Statistics Curriculum for University of Juba		-	40	-	-	40	Nov 2015	2 years	University of Juba	NBS	Improve statistics production	Access to Quality data
	<b>Total Component A</b>		<b>55</b>	<b>142</b>	<b>48</b>	<b>46</b>	<b>291</b>						



ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS COD E	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
B	HUMAN RESOURCE AND CAPACITY DEVELOPMENT												
	Reform pay structure and develop wage policy to enhance staff incentives and performance management system	Establish effective service frame work and rationalize remuneration to introduce competitive compensation .	10	-	-	-	10	Feb 2015	3 years	NBS	MoFED, Office of the President. Public Service	Job evaluation report and pay structure and wage policy in place and operationalized	Improved staff motivation and retention
	Develop management skills through training in NSS (Include TA costs)	Improve NSS staff management skills, including report writing.	-	180	60	40	280	April 2015	5 years	NBS	MDAs	Annual reports on number of NSS staff trained in management skills.	Enhanced capacity for Management of resources within NSS
	Build capacity for data analysis (Include TA costs)	Improve optimal utilization of manpower	50	150	85	40	325	May 2015	5 years	NBS	MDAs	Annual reports on number of staff trained in data analysis .	Enhanced capacity for timely production of quality statistics
	Attach university of Juba and Rumbek Masters Degree students to NBS and various MDAs for practical training	Linkage of NBS to academic institutions to facilitate production of skilled human resources for the management of statistics and delivery of social services	-	-	85	80	165	Jul 2016	2 years	NBS	Universities of Juba and Rumbek.	Annual reports on number and performances of university students attached.	Enhanced skills in application of applied statistical knowledge

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS CODE	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Sponsor staff on specialized statistical courses relevant to applied statistics at home and abroad	Facilitate production of skilled human resources for the management of the economy and delivery of statistical services	754	680	680	1,480	3,594	Jan 2016	5 years	NBS	MDAs, local and international universities and training institutions	Annual Reports on number and performances of trained in local and international universities.	Improved Production of quality and timely statistics
	Conduct detailed needs assessment for statisticians in the NBS (including state statistics offices, selected MDAs and recruit where necessary	Improve statistical production nation-wide	200	-	-	--	200	Jan 2015	1 years	NBS and MDAs	NBS, MDAs, OP and Public Service Department	Report and recommendations produced and adopted by GOSS. Number of statisticians recruited annually	Improved Production of quality and timely statistics
	Train staff from selected MDAs in data collection, processing and statistical report writing	production of skilled human resources for production and management and delivery of statistics and social services	40	150	150	50	390	Mar 2015	5 years	NBS	NBS , MDAs	Annual reports on number of MDAs staff trained in data management and analysis.	Improved efficiency in production and usage of statistics within NSS
	TOTAL COMPONENT B		1,044	1,266	1,060	1,594	4,964						

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
NSDS COD E	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
C	DEVELOPMENT OF STATISTICAL INFRASTRUCTURE												
	Strengthen coverage, adequacy and maintenance of business register and enhance its use.	Provide sampling frame for establishment- and enterprise- based surveys and censuses.	25	175	100	200	500	on-going	5 years	NBS	Selected MDAs	Business Register updated regularly	Reliable Sampling Frame for establishment based surveys censuses.
	Conduct a detailed assessment of the current statistical software, hardware and networks being used by NBS and MDAs and key users, including institutions;	Improved use of common software and hardware across all key stakeholders within NSS	100	-	-	-	100	Feb 2015	1 year	NBS,	MDAs and local universities	IT Assessment report in place and its recommendations adopted by NBS and MDAs	Harmonized and compatible software system used by key agencies in NSS.
	Develop a suitable ICT strategic plan in terms of software, hardware, and network that will guide ICT developments in NBS and the NSS	Strengthening information and data access mechanism through ICT technology	-	20	-	-	20	Sept 2015	1 year	NBS	NBS, MDAs and Ministries responsible for of Information, ICT.	ICT strategic plan and policy in place.	Increased availability of statistics on NBS and MDAs websites that ate connected to each other.
	Capacitate NBS in carrying out field data collection activities	Strengthening monitoring and evaluation of statistical operations	-	20	20	10	50	Jul 2015	3 years	NBS	State Statistical Offices	x number of transport and other facilities provided annually	Enhanced efficiency and effectiveness in data collection activities

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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Assess and integrate regional ICT structures for Statistics	Strengthen/Establish routine data systems	-	10	5	-	15	Jan 2016	3 years	NBS	MDAs	Report on regional ICT / Statistics Infrastructure Requirements produced	Improved sectoral capacity in processing routine disaggregated data
	Harmonize data for key MDAs	Standardization of concepts and definitions used in NSS.	-	28	14	28	70	Sept 2015	3 years	NBS	MDAs	Harmonized indicators on education, Agriculture, Water, Gender & Children and health compiled and released annually	Increased use of performance indicators for policy making at National level
	Updating Design of Master Sampling Frame for household-based surveys.		20	20	20	50	110	Aug 2015	5 Year	NBS		Quality surveys results	Timely data collection
<i>Spatial Data System Development</i>													
<i>Digital Cartography for 2014 Population Census</i>													
4.1	Create shape files for EA boundaries	To put in place shape files for EA Boundaries	-	30	-	--	30	July 2015	3 years	NBS	MDAs responsible for country land mapping activities.	Database of EA boundary shape-files in place	Improved census geographic frame
	Populate basic GIS data with information on social sectors and other infrastructure	Conduct Sensitization Process for GIS data to MDAs	-	10	5	5	20	July 2015	5 years	NBS	MDAs responsible for country land mapping activities	Sensitized MDAs on the use of GIS data	Improved evidence-based planning and decision making

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
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			2014/15	2015/16	2016/ 17	2017/18/19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Establish National Spatial Data Infrastructure												
4.2	Create a national GIS database	Collect datasets and create metadata and protocols	-	10	10	-	20	Jul 2015	4 years	NBS	MDAs responsible for country land mapping activities	Updated National GIS database	Effective Utilization of GIS Metadata by MDAs and LGAs
4.2	Integrate routine data from MDAs in GIS	Good Governance	-	5.5	2	4	11.5	Oct 2015	5 4years	NBS	MDAs responsible for country land mapping activities	Integrated Routine Data in Place	Improved utilization of Routine data by all MDAs and LGAs
4.2	Establish structures with MDAs and state statistics offices to keep spatial data up to date	To create a system which will accommodate all updates timely	-	20	5	15	40	Jul 2015	4 years	NBS	MDAs responsible for country land mapping activities	Integrated Data update System in Place	Improved utilization of Data update System
	Develop capacity in spatial data management and analysis	To produce GIS tools for policy and decision makers to all MDAs and state government offices	-	25	10	20	55	Jul 2015	5 years	NBS	MDAs responsible for country land mapping activities	GIS Tools Developed	Improved evidence-based planning and decision making
	Develop procedures and routines for using GIS technologies in data collection and compilation at NBS.	To develop a National Metadata (C3G3)	-	15	5	5	25	Jul 2015	4 years	NBS	MDAs responsible for country land mapping activities	National Metadata in Place	Improved utilization of National Metadata.

NSD S COD E	PROGRAMMED STATISTICAL ACTIVITIES	OBJECTIVES LINKED TO SSDP/ GOAL AND MDGS	Budget Estimates in (Thousands of US Dollars)					IMPLEMENTATION				PERFORMANCE INDICATORS	
			2014/15	2015/16	2016/ 17	2017/18/19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Use spatial data in decision making												
	Sensitize uses of spatial data in decision making	Organize workshops, presentations to various users	-	20	15	30	65	Jul 2015	4 years	NBS	MDAs responsible for country land mapping activities	Workshop reports produced on the availability and use of spatial data	Increased awareness and improved utilization of Spatial Data
	Train planners and decision makers on GIS tools for their effective use	Organize 8 zonal training workshops and presentations to various users (C3G3)	-	35	35	50	120	Sept 2015	4 years	NBS	MDAs responsible for country land mapping activities	Planners and decision makers trained.	Increased use of GIS tools for improved planning and resource allocation
	Produce and disseminate poverty maps and other tools through national website and other means	Produce maps on various sectors and disseminate to all MDAs and LGAs (C3G3)	-	30	30	40	100	Jul 2015	5 years	NBS	MDAs	Poverty maps produced and disseminated to MDAs and state government offices.	Improved evidence-based planning and decision making
	TOTAL COMPONENT C		145	563.5	276	447	1,341.5						

ACTIVITIES, OBJECTIVES, BUDGET AND PERFORMANCE INDICATORS													
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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
D	DATA DEVELOPMENT AND DISSEMINATION												
	Improving current statistics												
	Develop capacity for improving data quality	Carry out training on capacity for Improving of quality of data collected from MDAS administrative records.	-	100-	100	-	200	Aug 2015	3 years	NBS,	MDAs	Well trained data collectors and producers imparted with data quality assurance skills annually	Improved data quality
	Develop capacity to interpret and analyze data from different sources	Empower data users with data interpretationskills	-	20	30	10	60	Jan 2015	4Years	NBS,	MDAs,	..trained data users equipped with data interpretation skills	Improved capacity in data interpretation amongst data key users
	Assess adequacy and efficiency of the current household survey program.	Conduct Assessment of Adequacy and Efficiency of Household Survey Program	-	5	-	-	5	Apr 2015	1 year	NBS,	MDAs,	Household Survey Assessment Report produced and its recommendations implemented.	Improved household survey program
	Strengthen South Sudan Socio Economic Database	Provide access, use and dissemination of accurate data for monitoring the country's socio-economic indicators in a user-friendly manner.	5	13	8	8	34	On-going	5 Years	NBS	MDAs, and DPs (UNICEF, UNESCO , FAO, etc)	number of indicators updated with metadata and harmonized within NSS	Increased use of economic and social statistics for planning and decision making

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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Strengthen collection and compilation of routine agricultural data	Improved use of high quality data for monitoring activities in the agriculture sector.	-	40	35	25	100	Apr 2015	5 Years	NBS	MARF, MAF, Environment..	Annual Index of Agriculture Production Released 3 months after year end.	Increased agricultural growth
	Improve data quality at category A MDAs by strengthening data collection and compilation	Strengthen/Establish routine data systems	-	25	10	10	45	Jan 2015	5 years	MDAs	NBS ,	Manning levels in statistics units in MDAs identified and filled.	Improved quality of statistics in MDAs
	Improve data reporting in MDAs	Strengthen/Establish routine data systems	10	5	10	5	30	Jun 2015	5 Years	MDAs	NBS ,	Statistical Units available and operationalized	Increased publication.
	Promote the use of high frequency data in monitoring the economy	Strengthen the on-going high frequency data collection system.	-	20	10	-	30	Jan 2015	5 Years	NBS	World Bank, BSS and MOFED, MAF, MOH, MOE		Improved production of timely and relevant statistics.
	Prepare General Data Dissemination System (GDDS)	provide a developmental framework for identifying, resolving weaknesses and gaps in available data produced.	17	15	10	-	42	Mar 2015	5 Years	MDAs	NBS ,	GDDS meta data posted on the Fund's Dissemination Standards Bulletin Board (DSBB).	Improved quality of statistics used for planning and decision making



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			2014/15	2015/16	2016/ 17	2017/18/19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	National Accounts												
2,1	Compile and rebase GDP by sector for the period 2008-2011.	provide GDP growth rates for monitoring macro-economic stability and to implement new recommended and revised methodologies and data sources.	-	10	-	-	10	Jan 2015	1 year	NBS	IMF, MOFEP, BSS, Revenue Dept, ,Ministries of Agriculture and Animal Resources, Petroleum and Mining, other MDAs	Improvement quality of GDP series and other economic statistics produced	Improved macro economic statistics
	Price Statistics												
	Rebase revised CPI series with .... as base year using latest household budget survey	Provide Inputs for GDP growth rate to promote sustainable and broad based growth	-	10	-	-	10	Jun 2015	5 Years	NBS	MOFEP, BSS	Rebased CPI document in place	Improved macro economic statistics
2.1	Compile PPI	Provide Inputs for GDP growth rate to promote sustainable and broad based growth (C1G2)	-	200	200	200	600	Jan 2015	5 Years	NBS	MOFEP, BSS	Rebased PPI document in place	Improved macro economic statistics
	Compile CPI		150	150	150	300	750	On-going	5 years	NBS	MOFEP, BSS	Monthly	Improve planning
	Tourism Statistics												
	Establish strong collaboration with the Ministry of Tourism which is already undertaking tourism surveys.	Improve GDP compilation of sector growth	5	10	5	10	30	Oct 2014	3 Years	NBS	Ministry of tourism, Immigration Dept, etc.	Tourism statistics compiled, documented and disseminated	Better informed policy and decision making on Tourism sector

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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Planned Censuses and Surveys												
	Conduct employment and earnings/ National Labour Force surveys	Promoting sustainable and broad-based growth	-	-	-	1,250	2,500	Nov 2017	5 Years	NBS	Ministry of Labour, Employmentand Youth Development	Wage bill, labour cost for GDP and employment indicators compiled and disseminated	Evidence based policy, planning and decision making
	Update surveys of economic activities												
	National Agriculture and Animal Resource Survey(NAARS)	Improve qualityof agriculture statistics	-	-	-	11,260	11,260	Jan 2017	Very 5 Years	NBS	MARF MAF, Environment, etc.	Agriculture Census Reports Produced	Improved monitoring of transformation in agriculture sector
	Conduct Rapid Appraisal Agriculture Surveys	Improved statistics for monitoring food security and related policy measures.	-	150	150	200	500	Aug 2015	5 Years	NBS	Ministry of Agriculture, MOFEP, etc,	Reports on main food crops produced annually	Improved statistics on food availability
	Other identified/priority surveys												
	High Frequency Surveys		240	240	240	480	1200	on-going	Years	NBS	WB	Improvement government planning & budgeting	Good planning & effective resources allocation
	Education Annual Surveys		-	1000	-	1,000	2,000	Sept 2015	2years	NBS	Ministry of General Education and Instruction	Enhance educational planning	Increase enrollment rate
	National Services Delivery Clients Surveys		-	-	-	1,000	1,000	Aug 2015	2 years	NBS	M. of Public services and Office of the president	Improve access to Socio-economic data	Effective service deliver

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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Hotel Occupancy survey		-	250	250	340	840	Jan 2015					
	South Sudan Household Health Survey		-	-	-	2,500	2,500	Feb 2017		NBS	M. of Health		
	Integrated National Households Budget Surveys		-	6,700	-	-	6,700	Oct. 2015	2 years	NBS	Ministry of Gender	Generate quality statistics and National account Rebasing	Enhance surveys sample selection
	Gender Inequality ,people with Disability and Adolescent fertility Surveys		-	-	-	1,690	1,560	March 2017	2 years	NBS	M. of Gender, Child and Social Welfare	Identified gaps	Access to resources
	Welfare Monitoring Survey		-	-	500	500	1,000	Oct. 2016	2 years	NBS	M. of Gender, Child and Social Welfare and MDAs	Keeping tracking on socio economic indicator	Socio statistics enhanced
	Integrated Business Survey		-	1,500	-	-	1,500	Sept. 2015	2 years	NBS	M. of Commerce, Industry and Investment	Enhance business statistics	Data on business categories improve
	Informal Border Trade Survey		48.975	188	100	200	536.975	April 2015	5 years	NBS	South Sudan Custom Services	Contribute to quality trade statistics	Trade statistics available
	Data Evaluation and Analysis												
	MDG Evaluation		-	-	355	-	355	Jun 2016					
	Analysis of Food Security situation (LAF)		-	-	450	-	450	Sept 2016	5 Years		MAF & MARF	Improve planning	Improve food security

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			2014/15	2015/16	2016/ 17	2017/18/ 19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Data dissemination												
	Develop information dissemination and micro data access policy to meet international standards	Ensuring statistical data transparency and expanding data availability	-	20	-	-	20	Feb 2015	1 year	NBS	MDAs	Information Dissemination and micro data access Policy in place	Improved availability of statistical information to the public, and increased access to micro data by research and academic institutions.
	Improve NBS information systems and websites	Improve Information technology environment at the National Statistical System.	-	10	15	15	40	Jul 2015	5 years	NBS	MDAS	Enhanced Operations of NBS websites	Improved clients service provision with regard to accessibility of data and information
	Devise publications and services policy, release calendars and marketing procedures	Develop an effective public relations and marketing functioning	60	140	140	180	520	Apr 2015	5 years	NBS	MDAS	Readily accessible public goods in timely manner	Improved provision of statistical information to the public
3.1	Promote awareness and use of statistics at MDAs and state levels	To Promote evidence-based policy and decision making at ministerial and regional levels.	-	60	-	50	110	May 2015	5 years	NBS	MDAs	4 staff from MDAs trained on data collection and compilation annually	Enhanced public ownership of the development and poverty reduction process
	TOTAL COMPONENT D		536	10,881	2,768	21,058	35,242,975						

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			2014/15	2015/16	2016/ 17	2017/18/19/ 20	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
E	PHYSICAL INFRASTRUCTURE AND EQUIPMENT/SOFTWARE												
	Update IT infrastructure for NBS	Upgrading and use of Technologies	-	65	15	20	100	Aug 2015	2 years	NBS	State Statistical Offices	Appropriate IT infrastructure in place	Promoted use of ICT and e-government
	Procure ICT Equipment			540	-	-	540	Aug 2015		NBS	NBS		
	Enhance management IT systems in support of e-governance for MDAs	Upgrading and use of Technologies	-	1,758	-	1,637	3,395	March 2015	5 years	NBS	MDAs	Computers & software supplied to the MDAs & are being used	Improved routine data systems and production
	GIS Equipment and Software		-	380	-	-	380	Sept 2015				Enhancement of the GIS work	Data availability and access
	Design and construct a new building for NBS	To have conducive and adequate working environment and space by 2013	-	6000	-	-	6,000	Feb 2015	4 years	NBS	Ministry of Housing	New Building for NBS in place	Improved working environment and service delivery
	Construction of a Data Centre for the Ministry of Petroleum and Mining		-	-	-	1,575	1,575	Sept 2017	2 Years	Ministry of Petroleum	NBS	Improve data storage & accessibility	Improve easy access
	Construction of a Data Centre for the South Sudan Custom Services		-	146	-	-	146	Aug 2015	2 years	South Sudan Customs	NBS	Improve data collection & storage	Improve access

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	Upgrading NBS Data Processing Centers	Upgrading and use of Technologies	-	212	-	-	212	Aug 2015	3 years	NBS	NBS	Data Processing centre in place	Improved capacity in processing routine disaggregated data
	Statistical and Mathematical Laboratory for the University of Juba	Enable students to get modern Statistical and Mathematical IT	-	200	-	-	200	Aug 2015	2 years	University of Juba	NBS	Improve quality of statistics	Enhance availability of statistics
	Upgrading NBS Library		-	154	-	-	154	July 2015	1 year	NBS	Ministry Information	Easy Accessibility documentations	Enhance public awareness
	TOTAL COMPONENT E		-	9,455	15	3,232	12,702						

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	F. PROJECT MANAGEMENT AND COORDINATION												
	Seek high level approval and support for NSDS strategy and legal reforms	Increased ownership, participation and involvement of Government in the NSDS implementation	35	-	-	-	35	On-going	5 years	NBS	Office of the President, and DPs	NSDS document approved and operational MOUs documents signed	Effective operational NSS
	Secure funding for NSDS Implementation	Provision of enabling environment for improved public service delivery	8	8	8	8	32	Jun 2014	5 years	NBS	Office of the President, MOFEP and DPs	Sustained NSDS funding during the program implementation	Effective and sustainable NSS
	Design & implement agreed procurement, financial management& disbursement arrangements	Establish Appropriate Mechanism for procurement, financial management and disbursement	15	-	-	-	15	Feb 2014	1 year	NBS	Office of the President, MOFEP and DPs	NSDS procurement, financial management procedures and guidelines established	Institutionalize d mechanism for accountability and transparency in the use of funds within NSS
	Establish NSDS Program Coordination Unit at NBS	Provide effective public service framework	15	-	-	-	15	April 2014	1 year	NBS	Office of the President, MOFEP, DPs	NSDS Coordination Unit established at NBS and OCGS	Efficient and effective implementation of NSDS
	Identify, recruit and train staff for NSDS Coordination Unit	Ensure the coordination unit staff are transparently managed in the best interests of stakeholders	137.6	120	110	-	367.6	April 2014	1 year	NBS	Office of the President, MOFEP, DPs	NSDS Coordination Unit in place	Efficient and effective implementation of NSDS

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			2014/15	2015/16	2016/ 17	2017/18/19	Total	Beginning date	Require d period	Implementin g Agencies	Collaborating Agencies	Output	Outcome
	Provide capacity (Physical Infrastructure, ICT, Staff payment, furniture and equipment, vehicles and logistics) for NSDS Coordination Unit	Upgrading and use of Technologies	493.36	770.36	470.96	782.32	2,517	July 2015	5 years	NBS	Office of the President, MOFEP, DPs	NSDS Coordination Unit equipped adequately to perform its mandated functions	Efficient and effective implementation of NSDS
	Establish and operationalize implementation mechanisms (NSDS steering committee, and technical working groups)	Provision of enabling environment for improved delivery of statistical services to the public.	24.64	52.64	38.64	77.28	193.2	Nov 2014	5 years	NBS	MDAs, DPs	NSDS implementation mechanism in place	Efficient and effective implementation of NSDS
	Establish effective monitoring and evaluation mechanism including quarterly, annual and mid-term reviews	Provision of enabling environment for improved delivery of statistical services to the public.	35	15	30	-	80	Oct 2014	5 years	NBS	MDAs, DPs	Monitoring and Evaluation Mechanism in Place	Efficient and effective implementation of NSDS
	TOTAL COMPONENT F		764.6	966	657.6	868	3,255.8						
	GRAND TOTAL		2,554.6	23,174	4,824.6	27,244.6	57,796						



**NSDS Preparation.**

The National Bureau of Statistics further acknowledges the tremendous contribution of the following persons who were involved in the NSDS preparation.

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