SPARC Report

Strengthening State Bureau of Statistics

February 2016

sp**arc**

Contents

Abbreviations and acronyms

CD-ROM	Compact Disk- Read Only memory
CoP	Community of Practice
CSOs	Civil Society Organisations
DHIS2	District health Information System 2
DPRS	Department for Planning, Research and Statistics
DQA	Data Quality Assurance
EMIS	Education Management Information System
ExCo	Executive Council
FEPAR	Federal Public Administration Reform
HIV-AIDS	Human Immuno-Virus-Acquired Immuno-Deficiency Syndrome
HMIS	Health Management Information System
IT	Information Technology
LG	Local Government
LGA	Local Government Authority
LGC	Local Government Council
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIS	Management Information System
MoPB	Ministry of Planning and Budget
NBS	National Bureau of Statistics
NGO	Non-Governmental Organisation
O/H	Overhead
PDF	Portable Document Format
SBS	State Bureau of Statistics
SCCS	State Consultative Committee on Statistics
SERVICOM	Service Compact with all Nigerians
SG	Statistician General
SOP	Standard Operating Procedure
SPARC	States Partnership for Accountability, Responsiveness and Capability
SSA	State Statistical Agencies
SSMP	State Statistical Master Plan
SSS	States Statistical Systems
SYB	Statistical Year Book
WAN	Wide Area Network

Executive Summary

Short Summary

This report summarises the community of practice learning event held on 29-30 September 2015 with ten state governments and the National Bureau of Statistics. In total, forty people from ten states attended the meeting including Honourable Commissioners, Permanent Secretaries, Statistician Generals and Directors of Statistics.

Full Summary

Statistics has been seen as important to development, poverty reduction efforts, evidence based policy making and good governance. From the Millennium Development Goals to the Paris Declaration on Aid Effectiveness and now the Sustainable Development Goals, the importance of statistics and accurate and reliable data to development has been brought to the fore. Nigeria like other developing countries has low capacity to produce quality and reliable data to properly monitor the implementation of various development indicators. This has led to the introduction of the National Strategy for Statistical Development to help strengthen statistics in the country and this has yielded positive result through the commitment of the government and support of the donor agencies. The National Strategy for the Development of Statistics was later introduced at the state level to strengthen the statistical system.

The State Statistical System (SSS) has been somewhat improved since the introduction of the State Statistical Master Plan (SSMP) as a tool to help states evolve and develop their statistics. Most of the improvements have been seen in enacting the statistical acts and adopting the SSMP but little has been seen in its implementation. This is due to the fact that the problem of inadequate resources and low demand of statistical data still persist.

The State Partnership for Accountability, Responsiveness and capability (SPARC) programme has been supporting ten state governments to improve their performance management system as well as ensure data is available to measure performance. However, achievement of these results have been challenged due to non-implementation of the SSMP to the level that can bring improvement to the statistical system. Six out of the ten SPARC States have State Bureaus of Statistics (SBS) established by law. There is a need to support the existing SBS and new ones about to be created to become more functional and operational.

Table 1: Status of State Bureau of Statistics in SPARC states

State	Status of State Bureaus of Statistics
Anambra	SBS established by law
Enugu	SBS established by law
Kaduna	SBS established by law
Kano	SBS established by law
Niger	SBS established by law
Zamfara	SBS established by law
Lagos	SBS but not established by law
Jigawa	Currently under-going process of establishing an SBS by law
Yobe	No SBS
Katsina	No SBS*

*In Katsina, since the workshop the process for domestication has commenced. A copy has been developed for onward submission to the chief executive of the Ministry.

In order to help the SBS to become functional, an open-ended questionnaire was used to assess the current status of the Bureau in operationalising the SSMP.

Section 1: Introduction

The following 12 key areas were assessed:
- Legal and regulatory framework;
- Mandates and organisational structure;
- Operational guidelines and work plans;
- Human resource;
- Infrastructure and equipment;
- Data development;
- Data quality;
- Data management, dissemination and use;
- Coordination with-in the state;
- Coordination with other SBS;
- Coordination with NBS;
- Budget.

This report highlights the result of the assessment of the SBS, comparing it to the ideal where applicable and offering a way forward to an improved state statistical system. The questionnaire can be found in Annex 1. It will also highlight the gaps between the ideal and reality in the state, in attempt to steer State Governments towards obtainable and realistic strategies and actions to strengthen their statistical systems.

The assessment was followed by a 'cross platform learning' meeting; to present and discuss the data with the ten SPARC State Government officials, NBS and other key stakeholders including development partners and federal government officials. The objective of the 'cross platform learning' meeting was to discuss various elements of the SBS, share lessons with regards to becoming more functional and draw up strategies to help in the further implementation of the SSMPs.

Section 2 Legal and Regulatory Framework

Legal and regulatory framework are pre-requisites needed for a functional government agency. The legal and regulatory framework are codified by the 'Act' or 'Edict' that governs the actions of agencies and the framework that provides the basic principles, rules and guidelines under which the law operates. In this case, the legal framework for statistics at the state level is the **Statistical Edict**. The **SSMP** is the strategic framework that guides the reform of the statistical system.

The State Statistical Edicts prescribe (i) the establishment, objectives and functions of the SSS (ii) establishment and functions of the SBS (iii) Establishment and composition of the Board (iv) Appointment of Statistician General (SG) and other Staff of the Bureau (v) Establishment and composition of the SCCS[1] (vi) Power to obtain information, confidentiality and disclosures, offence and penalties (vii) Funds and assets of the bureaus and other (viii) important miscellaneous provisions.

Each state will have its own interpretation of the state statistical edict – however the advice from the NBS mandates that:
- The SBS should be autonomous, reporting directly to the governor with the power to recruit and retain its own employees;
- The SG is the Chief Executive of the SBS with the board of directors as the governing body;
- The SCCS operationalizes the board policies and guidelines.

Gazetting is the official publicising of law or other material by the state in its government gazette. It means the law has been passed. This is usually carried out by the Attorney General of the state. A government gazette could be a government newspaper. It is the official publication of the government for the purpose of disseminating information.

The State Statistical Master Plan (SSMP) provides the regulatory framework and the strategy for the SSS. The NBS developed a generic SSMP, which provides a 'road map' to developing an effective State Statistical System. The purpose of the SSMP is to reverse the decline in the quantity and quality of official statistics in the state and to promote evidence-based policy design, planning and monitoring the state development initiatives and programmes. The SSMP serves as: (i) a mechanism for statistical advocacy, (ii) a strategic trajectory defining where the SSS should be in five years' time, (iii) a "road map" and milestones for getting there, (iv) a comprehensive and unified framework for assessing user needs on a continuing basis and meeting these needs, (v) mechanisms for feedback and learning, (vi) a framework for mobilizing, harnessing and leveraging resources and energies at the state, national and international levels and (vii) mechanisms for the creation of quality awareness and enhancement.

Current reality on legal and regulatory framework

The analyses and charts below present the current reality with respect to legal and regulatory framework in the ten SPARC states:
- Seven states have a Bureau;

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[1] State Consultative Committee on Statistics

- 6 states have passed the statistical edict;
- 7 states have an SSMP.

Table 2: States with State Bureau of Statistics, Edict and State Statistical Master Plan

STATE	State Bureau of Statistics	Edict	State Statistical Master Plan
Anambra	🟩	🟩	🟩
Enugu	🟩	🟩	🟩
Kaduna	🟩	🟩	🟩
Kano	🟩	🟩	🟩
Niger	🟩	🟩	🟩
Zamfara	🟩	🟩	🟥
Lagos	🟩	🟥	🟩
Jigawa	🟥	🟥	🟩
Yobe	🟥	🟥	🟥
Katsina	🟥	🟥	🟥

The lowest timeline from initiating the statistical bill to gazetting is 17 months. Challenges encountered by states are related to bureaucratic delays, financing the process and internal conflicts.

Graph 1: Timeline for Gazetting and challenges

Timeline from Initiation to Gazetting (months)

17 24 66 24 36

Anambra Enugu Kaduna Kano Niger

Challenges Encountered
Internal conflict with parent ministry
Financing the process
Removal of State Consultative Committee on Statistics from the bill
Bureaucratic delays
Misplacement of draft bill
Approach to overcoming challenges
Advocacy
Use of monthly overhead
Delegation of contentious function
Constant follow-up with relevant authorities

Lessons learned

- Setting up a SBS and passing the statistical bill requires (i) Communication with the governor at every stage (ii) Broad and continuous stakeholder advocacy. Assistance from the National Planning Commission and NBS can be sought, as well as support from development partners and other key influencers;
- The SSMP needs to be reviewed and revised. It also needs to be state specific – as departments in each state are different. Strategies, work plans and budgets should

be state specific – although guidance and benchmarks from the NBS are useful for advocacy purposes;

- The structure and positioning of SBS should be as follows:
  - **Board of Directors** - Most SBS's do not have a functioning board and instead the SBS acts like a parastatal of the Ministry of Planning and Budget (MoPB).
  - **Reporting and autonomy** – The generic law states that the SG should report directly to the Governor but often this is impractical. However, the SG should have an avenue for reporting to the Executive Council (ExCo) on a regular basis. The SG should review the needs of the ExCo and work with the Honourable Commissioner, MoPB to enable the SBS meet the data needs of the ExCo.
  - **Authority** – This should be practical in terms of how it is articulated in the law and then it can be utilised more effectively.
  - **SCCS** is important in the relationship between the SBS and the Ministries, Department and Agencies (MDAs) and should be clearly stated in the law.
- Once a SBS has been established, the NBS state office should no longer be the primary point of contact for the NBS in the state in relation to statistics – the SBS SG should be

Section 3: Mandates and Organisational Structure

Mandate is an official order or authorization, usually written, given to a public organisation, person to act on behalf of others; permission to govern according to declared policies, considered to be given to a public organisation by a legislature or legal ruler or leader. Mandates should be clear, published and kept up to date. They should also be relevant and reflect the government's long term goals and priorities.

According to the NBS guidance in the generic SSMP, the mandate of the SBS should include the following:
- Co-ordinate the SSS;
- Advise the State and Local Governments on matters related to statistical development;
- Raise public awareness about the importance and role of statistics;
- Collect, compile, analyse, interpret, publish and disseminate statistical information in collaboration with other agencies;
- Develop and maintain a comprehensive State Socio-Economic Database;
- Provide a focal point of contact with both local and international agencies on statistical matters.

Mandate conflicts occur when there is an overlap between the mandates of two or more organisations, agencies, departments or units. This can lead to duplication of tasks and creates a lot of inefficiency in the system. Once a conflict of mandate is identified, attempt should be made to resolve the issue. Regular review of mandates is an effective way of ensuring organisational effectiveness.

The organisational structure defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy levels and value added, allocation of resources and determining skills requirements and affordability. An organizational structure can improve or hinder efficiency in an organization. The structure plays a crucial role in an organization. Each SBS should have a similar organisational structure to the one prescribed in the SSMP in order to function optimally. For the SBS, the board is at the top, followed by the SG, then the departments and units are directly under the SG, while the divisions are directly under the departments.

Each department and division in the SBS must have **function(s)**. Each department must produce a key products within the state statistical system. The SSMP proposed **four departments** with 12 divisions. It also proposes **four units**:
- Censuses and Survey: This department has four divisions (i) Agriculture censuses and surveys (ii) Household surveys (iii) Field surveying (iv) Establishment surveys;
- Social and Economic Statistics: This department has two divisions (i)Social statistics (ii) Economic statistics;
- Research and Methodology: This has four divisions (i) Research and analysis (ii) Methodology (iii) Plans and coordination (iv) Data processing and development;
- Finance and Administration: This has two divisions (i) Finance (ii) Administration.

The four units as proposed by the SSMP are:
- Service Compact with all Nigerians (SERVICOM) and anti-corruption;
- Audit;
- Public relations;
- Legal unit.

Current reality on mandates and organisational structure

Mandates: Only two states mentioned issues around conflict as a challenge. One mentioned it as a potential challenge and the means of resolving it while the other mentioned it a current challenge without resolution yet. However, during the workshop the issue of authority and implementation of the mandate was raised and discussed.

Organisational structure: Each SBS has a different organisational structure.
Table 3: Number of departments and units

State	Departments	Units
SSMP	4	4
Anambra	4	8
Enugu	5	4
Kaduna	4	3
Kano	5	0
Lagos	6	0
Niger	4	1
Zamfara	5	3

Five states were able to list the statistical products from their social and economic statistics departments, but not from other departments.

Lessons learned

- **Mandates:** There are a number of tools that can help reduce conflicts in relation to mandates:
  - Appointing the SG as a Permanent Secretary.
  - Regular **SCCS** meetings.
  - Increasing staffing and placing staff in MDAs/LGAs[2].
  - Advocacy and communication of the SBS mandate to MDAs, donors, research institutions and other key stakeholders.
  - Regular reporting to ExCo from the SBS.
  - Co-ordination and collaboration with the NBS and clarity of role between its state offices and the SBS in relation to specific federal level activities.
- **Organisational Structure:** The SBS may have **departments with functions** but staffing for each of these functions has not been worked out due to shortages in staffing. Optimal staffing in the face of staff shortages needs to be planned out. The (i) research (ii) census and survey departments are not producing products or functioning effectively.

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[2] Local Government Areas

Section 4: Operational Guidelines and Work Plans

Operational Guidelines are administrative support documents that provide procedures for undertaking specific actions. The guidelines may provide detail on an issued policy or reflect requirements of legislation, government decisions or Commission directives. It should be arranged by specific actions or subject matter. Standard Operating Procedures (SOPs) are similar to technical guidelines and are written instructions that closely define an operational action. They form one of the most basic and important tools for consistent action in given situations and can provide a training mechanism within the work environment.

A **work plan** is a document that shows the breakdown of tasks or activities to be carried out, a timeline for completion and cost/budget. A work plan translates the strategic objectives of an organization into specific activities and tasks to be undertaken by an employee or a team of staff over a given period. A work plan further indicates what is to be achieved at different stages of the plan implementation period given available resources. A work plan can be prepared at different intervals - it could be monthly, quarterly, six-monthly or annually. At these various intervals, the work plan shows the priorities of an organisation. It forms the basis of fund request within government. The SSMP includes an indicative work plan and can also serve as a medium-term strategy; from which annual work plan and budgets can be developed.

Current reality on operational guidelines and work plans

The analyses and charts below present the current reality with respect to operational guidelines and work plan in the ten SPARC states.

Graph 2: Operational Guidelines and Work plans
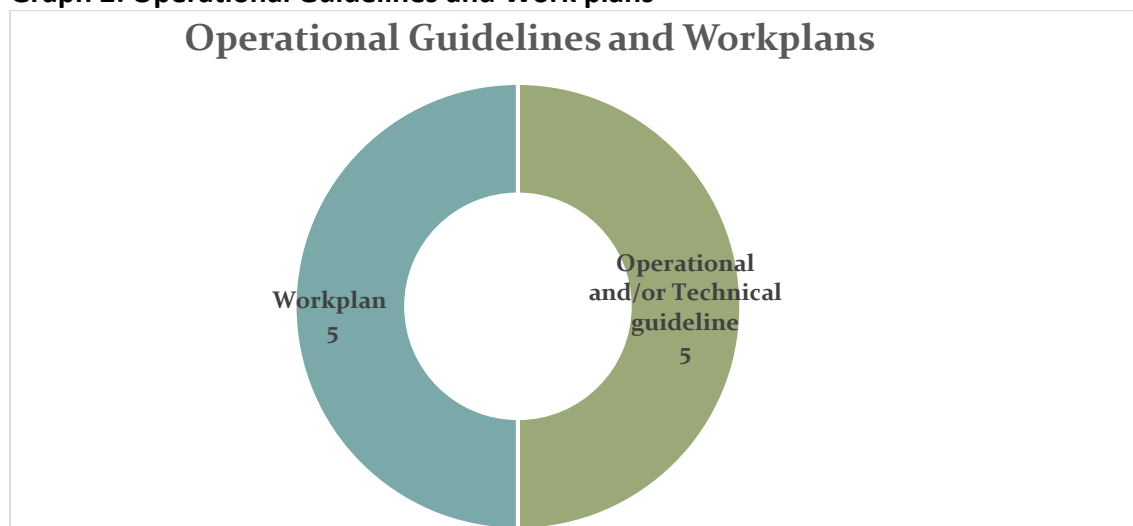
Lessons learned

- **Operational guidelines** The SSMP fulfils the definition of an operational guideline in terms of policy, legislation and directives to run a successful SBS but it does not offer procedures on how to undertake specific actions that are critical to the success of the bureau. For example, the bureau should have a SOP on carrying out a Data Quality Assurance (DQA) or any of the specialised tasks.

- **Work plans** need to consist of:
  - Monthly office running costs.
  - Human resource costs – including a plan for skills development.
  - Infrastructure and equipment.
  - Strategies and activities for each area of work.

The strategies and activities form the major part of the work plan. These then need to be costed – and transferred into the budgeting format of the state. One of the main issues is that funding is not released according to work plans – and therefore planned strategies and activities can't be implemented.

Section 5: Human Resource

Human Resource refers to the individuals or personnel or workforce within an organisation responsible for performing the tasks given to them for the purpose of achievement of goals and objectives of the organisation which is possible only through proper:

- Recruitment and selection;
- Orientation an induction, training, skill developments;
- Assessment of employees (performance appraisal);
- Appropriate compensation and benefits;
- Maintaining labour relations and ultimately maintaining safety, welfare and health concern of employees.

The SSMP prescribed an indicative total of **534** staff which is made up of 29 management level staff, 149 professional category and 356 sub-professional category.

Current reality on human resource

The chart below present the current reality with respect to human resource across seven states. Only one state has a staff strength of 141, others fall far below. No state is able to meet up with having the prescribed number of staff.

Graph 3: Human Resource across Seven States
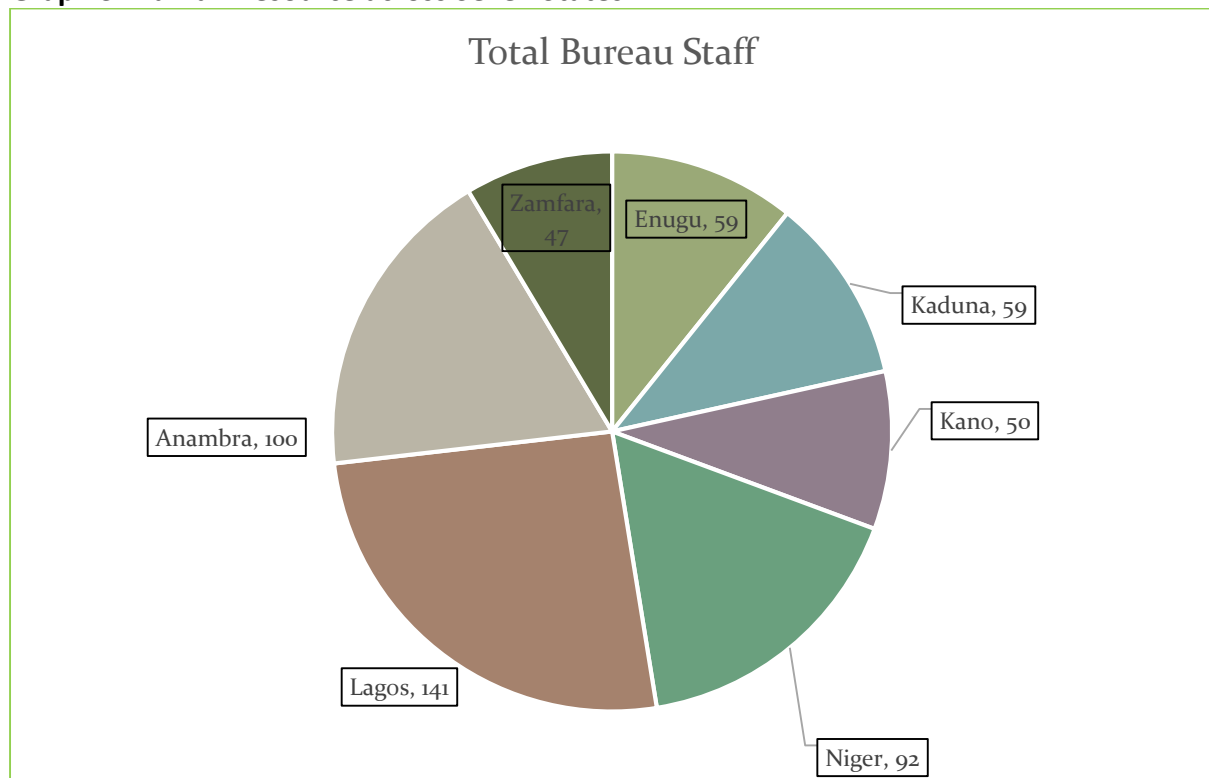
Lessons learned

- The indicative staffing numbers need to be mapped to departments and divisions;
- Staffing in MDAs and LGAs should also be mapped out and indicative numbers given;
- Currently staffing number are very inadequate and resignation will make the situation worse;
- Co-ordination is key to successful staff posting. Co-ordination with MDAs and LGAs to ensure co-ordination and flow on information;
- Co-ordination with research institutions and Civil Society Organisations (CSOs);
- Low cost staffing and tools to enable collection and collation of data should be explored.

Section 6: Infrastructure and Equipment

Infrastructure are the basic physical structures and facilities needed for the operation of a society or an organisation. Example of infrastructure in the case of SBS includes buildings, tables and chairs, water, electricity, etc.

Infrastructure can also be defined as a collection of physical or virtual resources that supports an overall Information Technology (IT) environment. IT infrastructure include desktop, laptops, drives, server, storage devices, wide area network and internet, etc.

Equipment refers to a set of necessary tools, machines or materials needed to perform a particular job, task or activity.

The SSMP prescribes:
- Six vehicles;
- One bus at the head-quarter;
- One motorcycle per LGA;
- 300 KVA generator;
- 60 desktops at the head-quarter; 30 at the line ministries and 40 at the Local Government (LG) offices;
- 29 laptops at the head-quarter;
- 30 printers at the head-quarters, 15 in line ministries, 20 in LGAs;
- Six photocopiers in head-quarters, two scanners and one 300KVA generators.

Current reality on infrastructure and equipment

No state met the required number of vehicles needed by the Bureau head-quarter or the local government and only the state with the highest number of motorcycles has exactly 25 Local Governments in the state.

Graph 4: Number of Vehicles and Motorcycles in Nine States
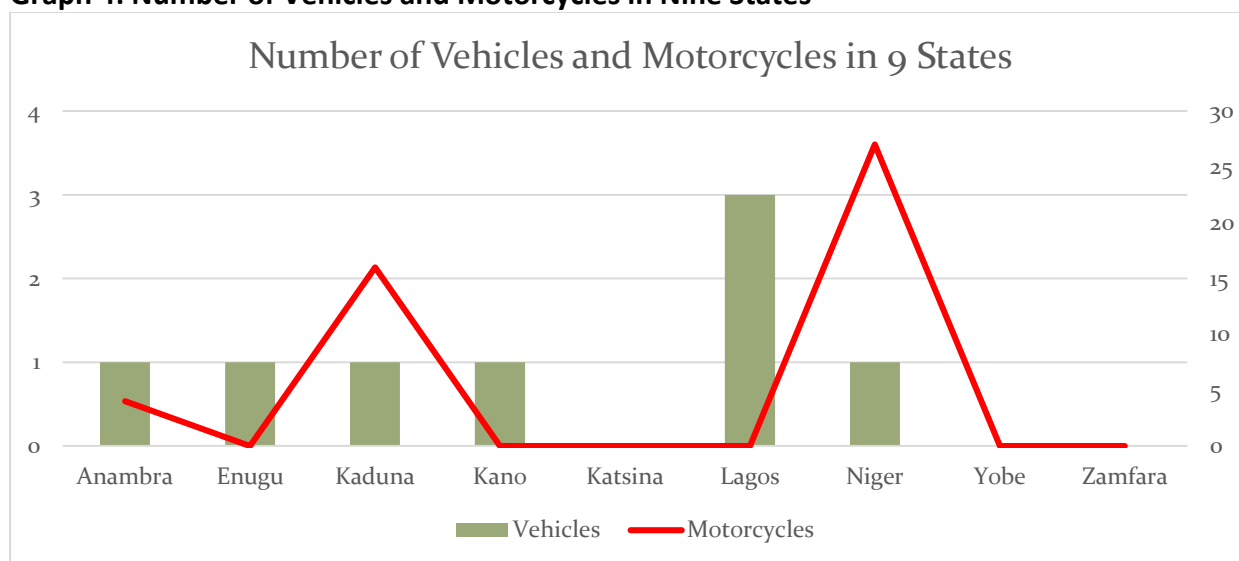
Graph 5: IT Infrastructure in States
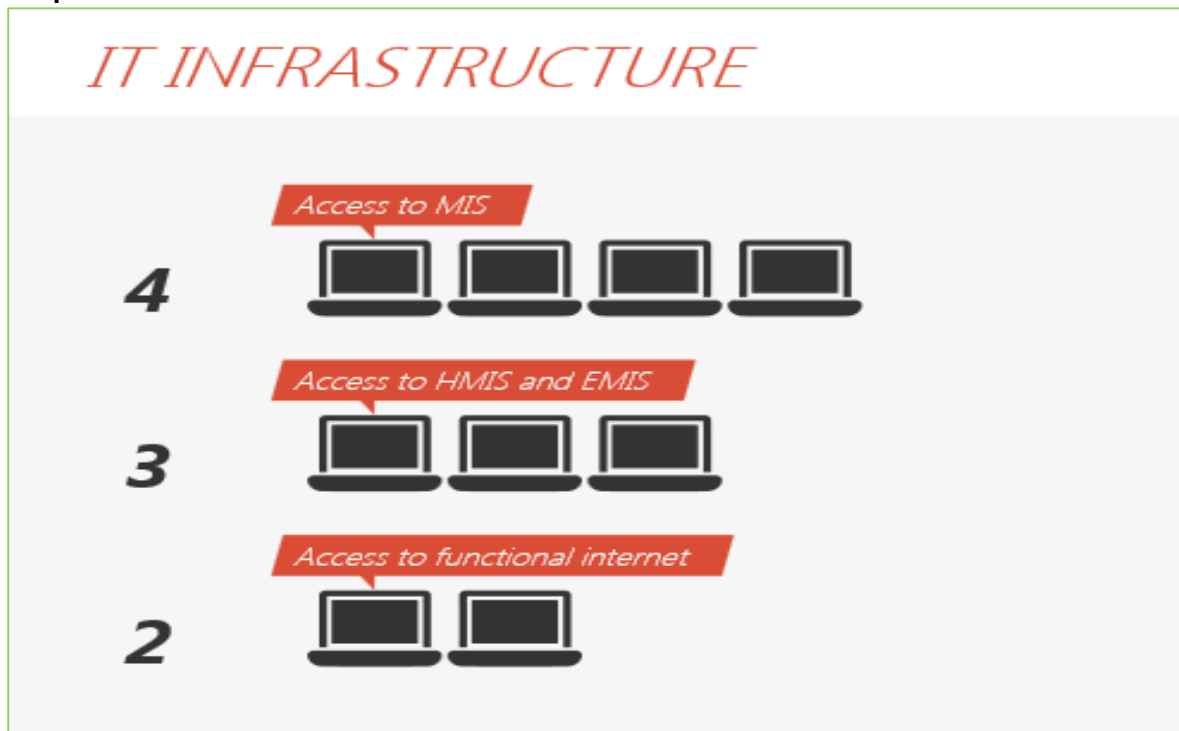
From the figure above, only four states have a Management Information System (MIS), three have access to the Health Management Information System (HMIS) and Education Management Information System (EMIS) while only two has access to a functional internet.

Graph 6: Office Equipment in States
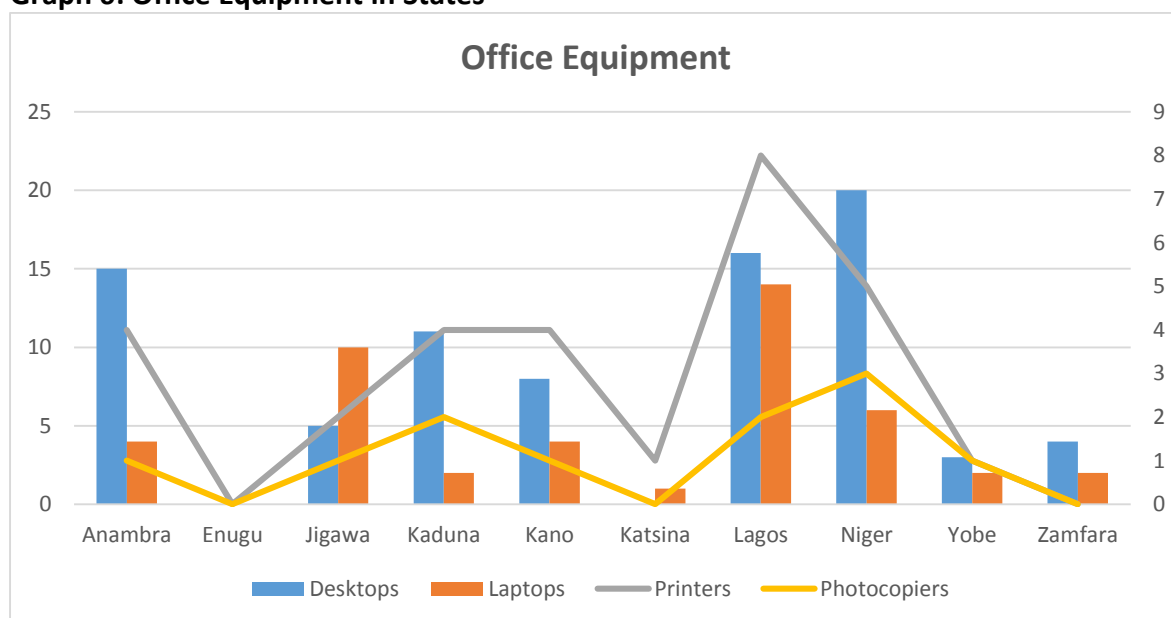
In the figure above, only one state has 20 desktops which is the proposed number of desktops that should be in the Bureau's Head-quarter in the first year of implementation of the SSMP.

Lessons learned

- All SBSs should gain access to the District Health Information System 2(DHIS2) and EMIS;
- Monthly overhead for fuel and other running costs should be worked out accurately for each Bureau;
- Computers and laptops should be calculated according to the number of staff in the Bureau.

Section 7: Data Development

Data Development is undertaken in order to improve the quality, relevance, consistency and availability of information by:
- Identifying the need for data;
- Identifying what data is needed to support government processes;
- Determining if the data already exists;
- Where gaps in the data exist, these are prioritised and consideration is given to how the data can be collected in practical terms.

Data development consists of:
- Data standards that support standardised and consistent methods and procedures for data collection, processing, storage, dissemination and use;
- Consultation and authoritative approval of the data set and supporting data standards.

Current reality on data development

The chart below presents the current reality with respect to data development in the ten SPARC states. There are further reports by the NBS and the Federal Public Administration Programme (FEPAR) programme which also include relevant detailed information about the data available at the state level.

Graph 7: Data development in SPARC States

% of Data Available for SYB and SDP

	Anambra	Enugu	Jigawa	Kaduna	Kano	Katsina	Lagos	Niger	Yobe	Zamfara
■ SYB	80%	50%	70%	50%	95%	50%	90%	75%	45%	65%
■ SDP	0	0	75%	80%	0	0%	90%	0	60%	0%
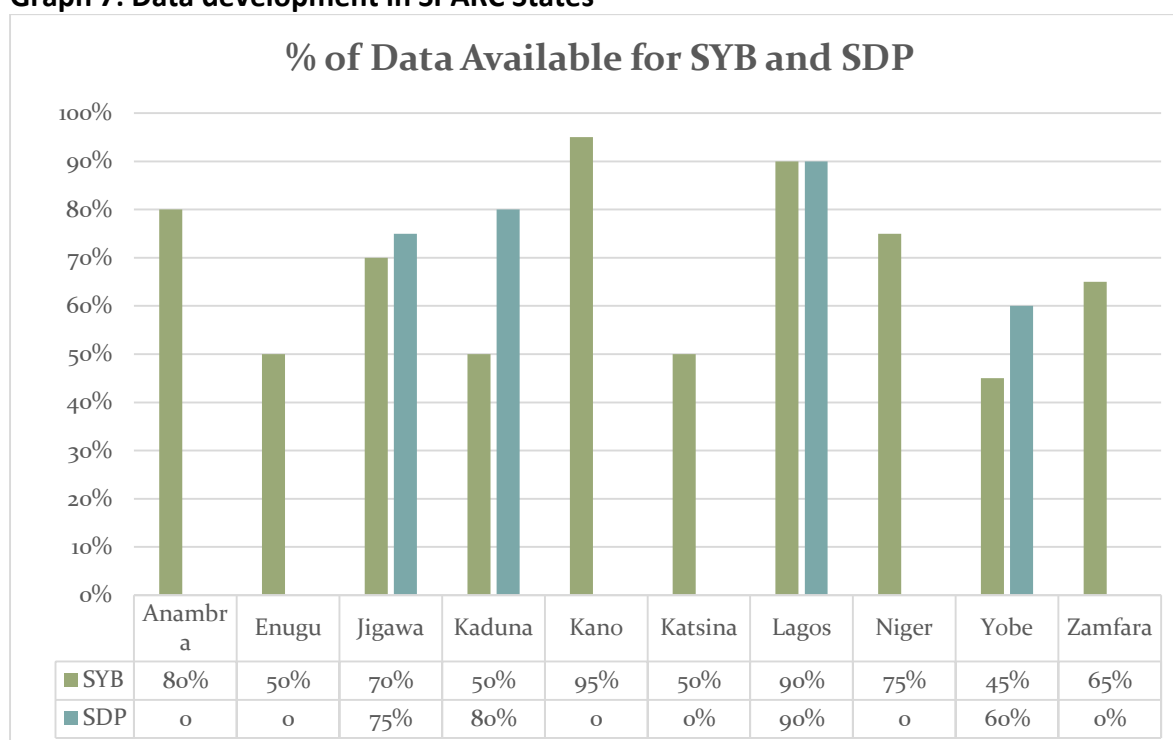
Lessons learned

- Methods and standards for data collection, storage and dissemination don't exist in most states;
- The number of statistical products is very small;
- Only one state has carried out a survey. There is a need to undertake census and surveys, which enable the development of critical and vital statistics for the state;
- Administrative data is very poor quality. Information management systems to manage the data are not available. Coverage is weak – particularly in large states with a high number of schools and health facilities in rural areas.

Section 8: Data Quality

Data quality refers to:

- The process of ensuring quality of data from collection to storage.
- The level of quality of data.

Data is generally considered high quality if, "they are fit for their intended uses in operations, decision making and planning." Data quality involves minimising the chance of personal interpretation of the data, and by ensuring that data are consistent and comparable over time. Data quality is affected by the way data is collected, entered, stored, managed and used.

Data quality dimensions include: Accuracy; Reliability; Completeness; Precision; Timeliness; Integrity. **Data Quality Assurance** is the process of verifying the reliability and effectiveness of data. A data quality assurance program is an explicit combination of organization, methodologies, and activities that exist for the purpose of reaching and maintaining high levels of data quality.

Current reality on data quality

The chart below present the current reality with respect to data quality in states.

Graph 8: Data quality in States
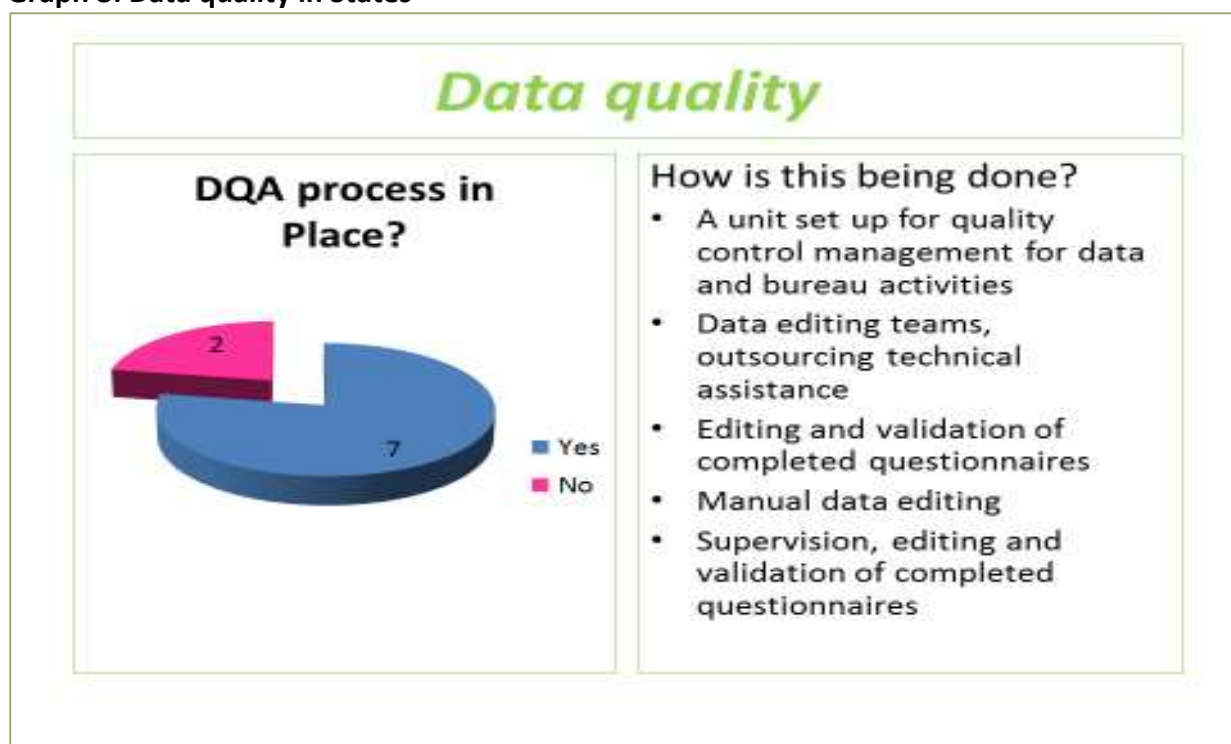
Lessons learned

- The availability and quality of data is very weak. Administrative data is not been adequately quality assured. The SBS could play a key role, through the SCCS to ensure that existing data is quality assured;

- There is a need to (i) review the current methodology and data collection instruments (ii) assess the quality of existing data;
- Health and Education data should be prioritised. Data collection and collation methods should be reviewed with the Department for Planning, Research and Statistics (DPRS) in the Health and Education Sectors.

Section 9: Data Management, Dissemination and Use

Data Management refers to:

- A series of activities carried out to manage data. Administrative process by which the required data is acquired, validated, stored, protected, and processed, and by which its accessibility, reliability, and timeliness is ensured to satisfy the needs of the data users;
- Data management refers to an organization's management of information and data for secure and structured access and storage. Data management encompasses a variety of different techniques that facilitate and ensure data control and flow from creation to processing, utilization and deletion.
- Data management starts from the planning stage; data collection and implementation stage; and data processing/analysis/reporting/dissemination stage.

Data Analysis is an important stage in the data management process. A data not analysed or properly analysed defeats the process, energy and time put into collection. Data analysis can be improved by improving the capacity of staff to carry out data collection and data analysis and fostering collaboration on analysis.

Data dissemination is the distribution or transmitting of statistical, or other, data to end users. There are many ways organisations can release data to the public, i.e. electronic format, CD-ROM[3] and paper publications such as PDF[4] files based on aggregated data. SBS should have a data dissemination policy.

Data Users are the clientele of data production systems. They demand and utilize statistical products and services. They are the most important component of the statistical system because they demand and use data. A statistical system cannot survive or become sustainable without good users of state statistics. The main users are: Policy and decision makers in government ministries and institutions, and quasi-governmental bodies; Politicians (e.g. Members of State House of Assembly); Local Government, Authorities; Researchers and academicians; Students; Non-Government Organisations (NGOs); Private sector Organizations; The donor community; International organizations; The media; The general public.

Data suppliers are the individual, groups or agency from which data is collected. The major requirement of data suppliers is cooperation with data collectors to ensure accuracy and correct supply of data in the format required. Data suppliers include: Households; Individuals and groups within specified organizations; and Establishments/Institutions.

Data producers ensure continuous flow of high quality data. The SBS, DPRS and LG Statistical unit/staff constitute data producers.

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[3] Compact Disk – Read Only Memory
[4] Portable Document Format

Current reality on data management, dissemination and use

The analyses and charts below present the current reality with respect to data management, dissemination and use in the ten SPARC states.

States were able to identify ten different main data users, and most have processes in place for data analysis and dissemination. However, very few states has penalty for non-production of data.

The states also recognised at least seven categories of challenges with the statistical culture in their states and the highest is related to delay in data request and apathy towards record keeping, inadequacy of finance amongst others.

Most states, eight out of ten do not have functional website; while evidence based policy making is only carried out in five out of ten states.

Graph 9: Data Management, Dissemination and Use in SPARC States

Key data processes

	Process in place for data analysis?	Processes in place for dissemination and use?	Penalties for not producing data
■ Yes	6	8	4
■ No	4	2	5
■ NR	0	0	1
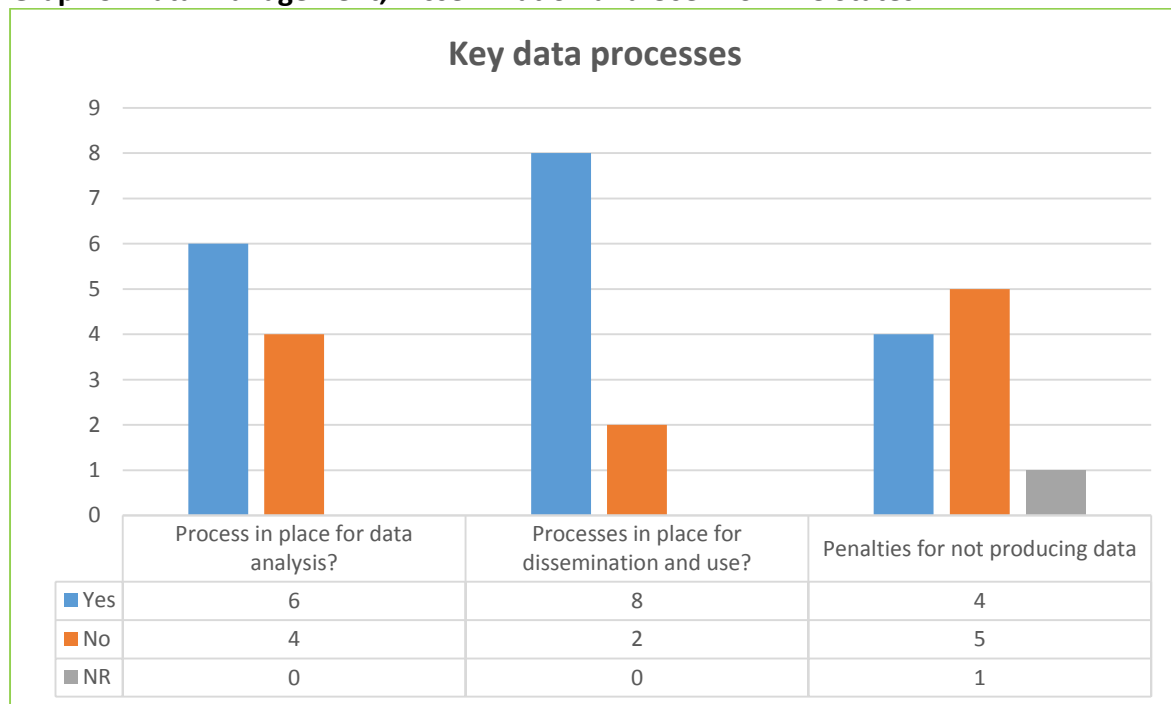
Graph 10: Issues with Statistical Culture

Issues with statistical culture

- Delay In Response To Data Request
- Non Availability Of Data
- Apathy towards data/record keeping
- Inadequate Capacity
- Poor Statistical Culture/management
- Systems and processes not yet in place
- Political Interference in credibility and integrity/Data falsification
- Inadequacy of finance
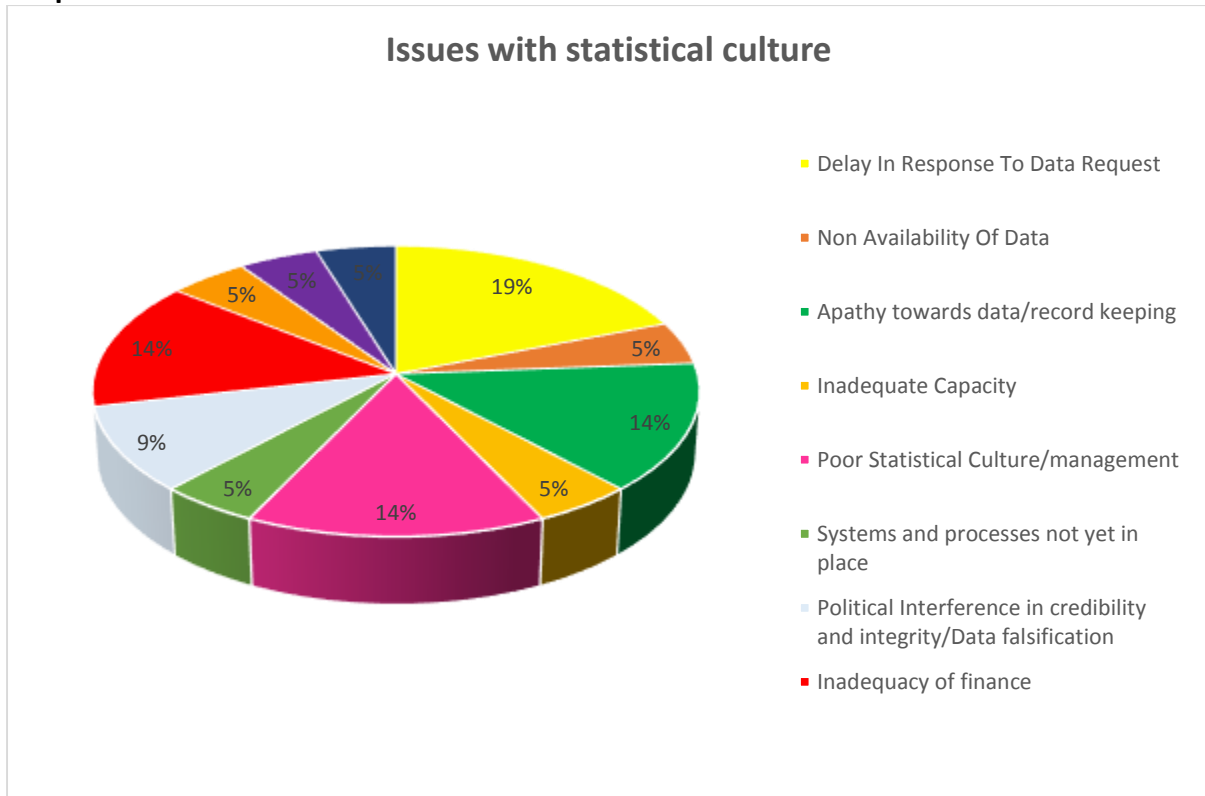
	Yes	No	Partially
Data use for Evidence Based Policy	5	3	2
Functioning Website	2	8	

Section 10: Coordination within State

Coordination is the organization of the different elements of a complex body or activity so as to enable them to work together effectively. For the SBS to work effectively, it needs to coordinate with other MDAs in the state, coordinate its activities effectively with its local governments and zonal offices, have a functional SCCS, have a system in place for data collection at the community level, ensure governors and other decision makers make use of data, have a good relationship with donors, CSOs and research institutions.

Coordination with other MDAs includes:
- Posting of staff to line ministries;
- Coordination on strengthening the collection and management of administrative data. A common technical guideline or standard operating procedures for collecting and managing administrative data will be a good resource for standardization of data collection;
- Coordination on collection of sectoral statistics or survey;
- Coordination on data quality by supporting the development of methodologies and data collection instruments;
- Coordination to ensure there is IT infrastructure (computers, printers, internet, etc.) for line ministries;
- Coordination on data sharing and dissemination by the SBS and line ministries;
- Training and capacity building for line ministries on data collection and surveys.

Coordination with LGAs and Zonal offices should be via the field services division and includes:
- Coordination on data collection at LGA level;
- Training and capacity building for LGAs and zonal offices on data collection;
- Coordinate advocacy for statistics at the local level especially on vital statistics;
- Coordination to ensure there is IT infrastructure (computers, printers, internet, etc.) and other basic equipment and infrastructure for data collection at the local level.

State Consultative Committee on Statistics functions include:
- Examining the statistical programmes of the various producers annually (at an appropriate period during the annual budget process) in order to achieve greater coordination and avoid unnecessary duplication of efforts, and evolve a state statistical programme for the approval of the Board of Directors of SBS;
- Reviewing and advising on conditions of service of statistical personnel;
- Examining from time to time the Statistics Edict and recommend to the Board any necessary changes;
- Developing strategies in liaison with NBS, which will ensure uniform standards and methodology amongst the various producers with a view to improving on the quality, comparability and timeliness of their statistical output.

Governor and decision makers are key data users and they have a huge influence on state policies and funding release for statistical purposes. Adequate advocacy and sensitisation should be carried out to sell the benefits of evidence-based policy making through data and statistics.

Relationship with donors. Coordination with donors on survey instruments and methodologies; support to improving state statistical system through grants, training and capacity building; and eliminating duplication of survey by different donors.

Relationship with CSOs and research institutions. CSOs and research institutions are among the data users. They could also help on advocacy for statistics.

Current reality on coordination within state

The chart below present the current reality with respect to coordination within the ten SPARC states. Responses received show that the coordination with other MDAs is mostly through the DPRSs and the Bureau staff posted to the MDAs while coordination with the LGA is mostly through the zonal offices. About three respondents said the relationship is weak/fair.

Only four states have a functional SCCS or have their ExCo receiving regular reports/briefings on key data.

Graph 11: Coordination within the States

Graph title: **Response to key coordination question**
Categories: Functional SCCS, System of community data collection, Exco receiving breport/ briefing
Legend: Yes, No, No Response
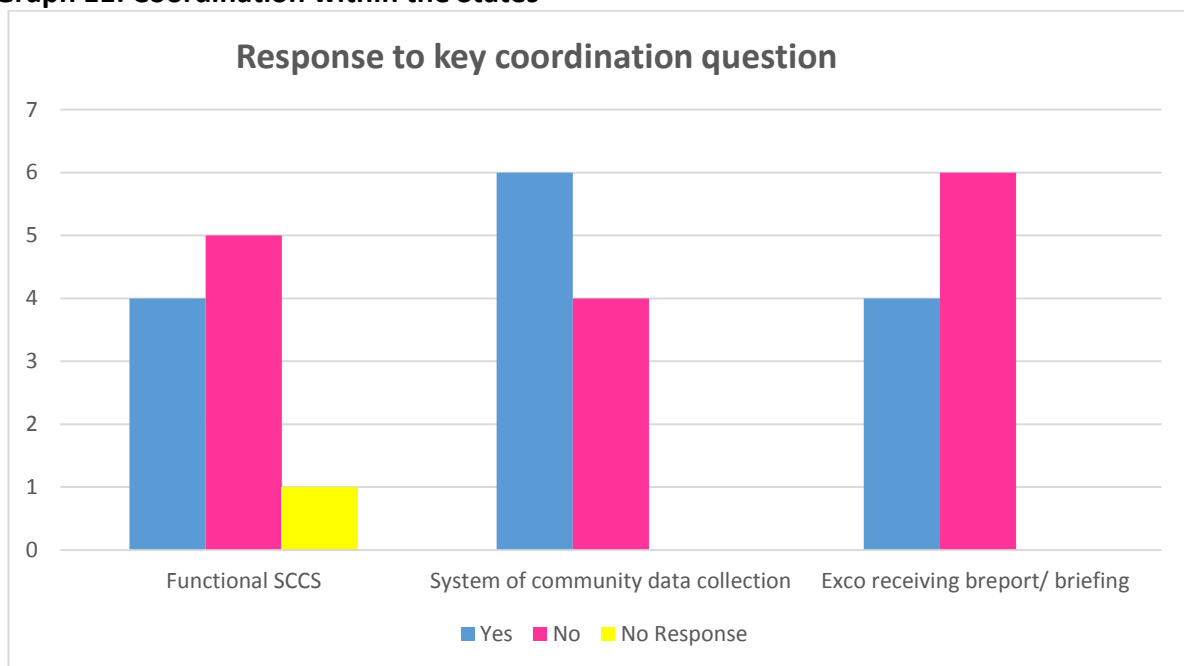
Section 11: Coordination with NBS and other SBS

Coordination with other SBS

There is no statutory relationship between different SBSs, however states can collaborate to share knowledge, products and voice to a common concern through a Community of Practice (CoP).

Current Reality on Coordination with other SBS

All states responded that there is no current relationship with SBSs from a different state except having common template for the Statistical Year Book (SYB) and sharing of reports and publications.

Coordination with NBS

National Bureau of Statistics (NBS) is the apex body in charge of statistics in the country. NBS is expected to coordinate Statistical Operations of the National Statistical System in the production of Official Statistics in all the Federal MDAs, State Statistical Agencies (SSAs) and Local Government Councils (LGCs)

Coordination between NBS and SBS should/could include the following:
- Collaboration on survey by increasing the sample size and paying the extra cost or using the NBS sample size and depending on NBS for data analysis;
- Knowledge sharing on technical issues;
- Developing IT standards in line with NBS policy;
- Connection to the NBS via Wide Area Networks (WAN);
- Training on surveys via NBS training school;
- Advocacy on statistics;
- Developing strategies, organising workshops and adapting compendium of statistical standards, definitions and methodologies to ensure uniform standards and methodology amongst the various data producers with a view to improving on the quality, comparability and timeliness of their statistical output.

Current reality on coordination with NBS

The analyses and charts below present the current reality with respect to coordination with NBS in ten SPARC states. The following are the key challenges identified with the NBS:

Challenges	Solutions
• *NBS not involving states in its activities*	Strengthening communications, collaboration and coordination with states especially during surveys.
• *NBS not sourcing enumerators locally*	
• *NBS not sharing reports and data for nationally conducted surveys*	
• *General poor communication and collaboration*	

Section 12: Budget

Budget is the process by which a government expresses in financial terms its objectives; the resources to deliver its plans; how controls and responsibilities are delegated and the yardsticks by which it will measure efficiency.

It is an itemized summary of expected income and expenditure of a country, state or organisation over a specified period, usually a financial year.

According to the SSMP, the estimated cost for recurrent budget is NGN 112,138,872. In a five year period when the implementation of the SSMP starts, the average capital budget should be N434, 584, 478.

A recent international report by the PARIS21 estimated that $US10 per capita for overall statistical needs should be budgeted for.

Current Reality on Budget

The analyses and charts below present the current reality with respect to Budget in ten SPARC states. No state is able to meet the financial cap for overhead as prescribed by the SSMP. Some SBSs aren't currently receiving any funding including monthly Overhead (O/H).

Status of 2014 Releases

The average amount received by an SBS against the NBS recommended amount is below:

	Recommended	Average Received	Difference
O/H	NGN 112,138,872	NGN 17,300,010	-NGN 94,838,862
Capital	NGN 434,584,478	NGN 49,000,000	-NGN 385,584,478
TOTAL	NGN 546,723,350	NGN 66,300,010	-NGN 480,423,340

The average amount received by an SBS against the $10 per person recommended by the PARIS 21 initiative is below:

YEAR	State B			
	Population	Recomended	Average Received	Difference
2016	3,227,601	NGN 6,132,441,798	NGN 66,300,010	-NGN 6,066,141,788

The cost of survey ranges from 8 million to 17 million; while cost of SSYB ranges from 1.3 million to 7.5 million.

Lessons learned

- There is a large gap between what is required and what is currently being received in terms of funding;
- A first step is to receive **adequate monthly O/H.** Four SBS had calculated their need, which was estimated at lower than the recommended amount from the NBS. Estimates range from N1.2 million to N4.1 million a month. Advocacy to secure regular adequate monthly O/H which is controlled by the Statistician General is required;
- Capital Need: There is a need for **adequate capital releases** for the implementation of surveys. SBS calculated their need. Estimates range from N50 million to N205 million, which is less than the N434 million recommended from the NBS.
- Memos are needed with justification. Often items can be budgeted for but releases are an issue. A major issue is the limitation of funds and competing needs. Statistician generals need to be able to write convincing memos for funding which can be presented to the executive council to enable funding release for vital surveys required.

Section 12: Recommendations

- **Monthly O/H funding:** Statistician Generals need to advocate for further funding for the SBS. A first step is to receive **adequate monthly O/H,** with a request to be made to the ExCo and inclusion in the 2016 budget, with follow up memos for release;
- **Adequate Human Resource:** SBS currently only have 10-20% of the recommended staff amount. Advocacy to the Office of the Head of Service is required, as well as alternate strategies to enable the SBS to function on low human resource. Support from Universities or LGAs could be sought to fill the gap;
- **Donor Co-ordination**: SBS need to co-ordinate with donors operating at the federal level as well as the State level to ensure that donor funds allocated to Monitoring and Evaluation (M&E) and statistics are effectively used to help strengthen the SSS;
- **Reporting to the Executive Council**– the generic law states that the SG should report directly to the Governor but often this is impractical. However, the SG should have an avenue for reporting to the ExCo on a regular basis. The SG should review the needs of the ExCo and work with the HC MoPB to enable the SBS to meet the data needs of the ExCo, and advocate for a direct reporting mechanism;
- **State Consultative Committee on Statistics** is important in relation to the relationship between the SBS and the MDAs and should be clearly stated in the law. A priority strategy, which should be included in the SBS budget is the operation of the SCCS;
- **SBS Community of Practise:** The community of practise should be maintained. The CoP should be institutionalised by formulating a CoP vision statement; CoP charter; CoP governance structure; identifying a core CoP group (3-6 people) and defining the next steps as well as agreeing next meeting dates.

Section 13: Conclusions

The situation in the SBS compared to the ideal situation is not very positive. The SBS CoP has been set up to ensure that the challenges are discussed and lessons learned across States. The CoP resulted in:

Peer Learning between State Statistical Bureaus and the National Bureau of Statistics:
Each state presented and led the discussion on a key area. The sessions were facilitated by the NBS in partnership with SPARC. A CoP has begun to be established and the process of lesson learning and sharing has been enhanced.

Commitments to Practical Action: Outputs of the learning event included an action plan developed by each state which included the need to review and revise the SSMPs, invest funds into information management systems and surveys at the State level, revive the SCCSs; data collated in a report and shared amongst states; lessons learned agreed and written up in a report to be implemented that included the need for the authority of the SBS to be clearly demonstrated to the new administrations and for the SBS to be more pro-active in requesting for data requirements from the new administration.

Participants at the learning event committed to implementing these various actions, and also committed to formalising and sustaining their new CoP through group e-mails. There was also an agreement to hold another learning event in six months' time, whilst members of the group attended the National Evaluation Conference. All states committed to holding a feedback meeting in their states to share the information with SBS and MoPB staff.

This new initiative has been successful in initiating cross-state and intergovernmental learning on statistics, and successful in attaining reform commitments around the establishment and operationalization of SBS. However, practical implementation steps now need to be taken in order for the challenges to be more widely known and solved.

Annex 1: Questionnaire

Cross State Lesson Learning to increase the functionality of State Bureaus of Statistics

Please could you answer the following questions for the meeting to be held on 29-30 September.

Legal and regulatory framework

1. Do you have a State Statistical Master Plan? (if Yes, is there a soft copy that can be collected, please provide)

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2. Do you have a State Statistical Law? (If yes, provide a soft copy)

   ----

3. If yes, what was the average time it took from initiating the process of having the Statistical law to the point of Gazetting?

   ----

4. What were the key challenges faced while developing the law and were these challenges addressed what were the solutions to those challenges?

Organizational Structure/ mandates/ mandate conflicts

5. Is there an organogram which shows the departments, division and units? (If yes, can a soft copy be submitted or picture taken and submitted)

   ----

6. What are the functions of each department/ unit? (please list each one and their function)

   ----

7. What are the key products that each department has produced so far? If yes please list

   ----

8. Have there been any mandate conflicts? If yes – was there a resolution?

Operational guidelines, strategy and work plan

9. Do you have any operational guidelines and technical guidelines? If yes, please list

   ----

10. Do you have a 3 year medium term strategy on what?, with objectives and KPIs?

----

11. Do you have an annual operational workplan?

Human Resource

12. How many staff are under each department / unit? Please list their title, responsibility and grade according to the scheme of service

----

13. Do you have staff placed in MDAs which are responsible to the SBS? If yes, please list

----

Infrastructure and equipment

14. Do you have an adequate working environment with basic furniture etc? Please explain.

----

15. How many functioning computers does the SBS have?
    Desktops:
    Laptops:

----

16. How may functioning printers?

----

17. How many functioning photocopiers?

----

18. Does the SBS have an MIS?

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19. Does the SBS have access to a functioning HMIS or EMIS?

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20. Does the SBS have functional internet

----

21. Does the SBS have its own vehicles? If yes, how may, and what type (please also include motorcycles)

Data Development

22. Is there a list of official state statistics/ products?

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23. What statistics/products are being complied by the SBS?

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24. What statistics/products are being complied by other State Ministries?

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25. Is there a process for the identification of data needs?

----
26. What are the main sources and means of data collection?

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27. What system/ processes are in place for data collection?

----
28. What % of data was available for the last SSYB

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29. What % of data is available for the KPIs in the Performance Management Framework for the State Development Plan?

Data Quality
30. What DQA processes are in place?

Data management, dissemination and use
31. Who are the main data users?

----
32. Are there processes in place for data analysis?

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33. Are there processes in place for dissemination and use?

----
34. What are the penalties for not producing data? Are these penalties being enforced?

----
35. What are the main issues with the statistical culture and state statistical system?

----
36. Who are the data suppliers?

----

37. What is the relationship like with data suppliers?

----

38. Do you have a functioning website?

----

39. Is data being used for evidence based decision/policy making?

Co-ordination with-in the State

40. What is the structure and co-ordination like with the MDAs, LGAS and zonal offices?

----

41. Do you have a functional State Statistical Committee? (if yes please describe)

----

42. Are there any systems to collect and collate data at the community level?

----

43. Is the Governor/ Exco requesting/ receiving regular reports/ briefings on key state statistics?

----

44. What is the relationship between the SBS and the CSOs and research institutions?

----

45. What is the relationship between SBS and donors?

----

46. How are they managing and coordinating data and statistics produced by various MDAs, donors etc.?

Co-ordination with other SBSs

47. What templates are being used to collect and collate data?

Co-ordination with NBS

48. What are the key challenges in relation to co-ordination with the NBS? Any solutions to overcoming them?

BUDGET: Office running/ overhead and Capital costs

49. Do you receive your own allocation of monthly O/H? If yes, how much per month are you supposed to receive?

----

50. What was budgeted for in the 2014 budget?
    Overhead:
    Personnel:
    Capital:

    ----

51. What funds were released against the 2014 budget?
    Overhead:
    Personnel:
    Capital:

    ----

52. Have you ever calculated the amount of funds you actually need to adequately fund the SBS and all its activities? (please detail amounts and what the funds would be needed for or please submit the budget)

    ----

53. What amount of funds do you estimate that you require annually to adequately fund the SBS and all its activities?
    Overhead:
    Personnel:
    Capital:

54. ---
55. Have you ever conducted a survey? (if yes please detail the costs of the survey)

    ----

56. Please provide details of how much it cost to produce your last State Statistical year Book – in as much detail as possible

    ----

57. Do MDAs/ DPRS receive a certain amount of funding for statistical activities? (if yes please detail)

    ----

58. What are the challenges with getting funds released? Do you have to write memos with justifications? What are the solutions?

Anything else you would like to raise in the meeting?

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