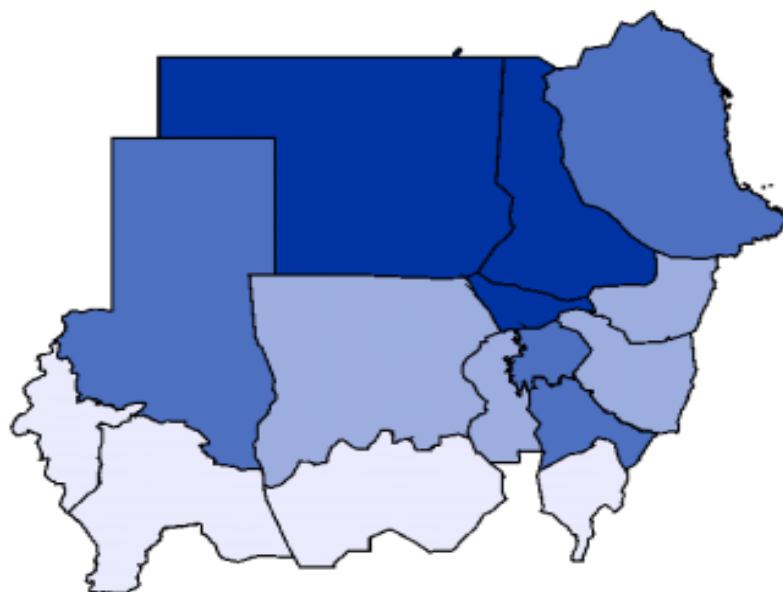




Republic of Sudan
National Strategy for the Development of Statistics (NSDS) in Sudan
(2012-2016)



2012

TABLE OF CONTENTS

ACRONYMS	5
FOREWORD.....	8
PREFACE	10
ACKNOWLEDGEMENTS	12
EXECUTIVE SUMMARY	16
1.0 Background	22
1.1 Development Frameworks and Demand for Statistics:	22
1.2 The Context:	23
2.0 The Design Process of the National Strategy for the Development of Statistics (NSDS) and other Strategies at lower domain levels (Sectoral & States).....	25
2.1 The Design Process:.....	26
3.0 The National Statistical System.....	30
3.1 The Concept of a National Statistical System:	30
3.2 Characteristics of a Good National Statistical System:	32
3.3 Regulatory Framework for Statistics:	32
3.4 Role of Various Stakeholders in the NSS:	36
3.4.1 Central Bureau of Statistics (CBS):.....	36
3.4.2 The Macro Economic Directorate of the Ministry of Finance and National Economy (MoFNE):.....	37
3.4.3 Poverty Unit of the General Directorate of Planning, Policies and Studies (MoFNE): ...	37
3.4.4 National Population Council/General Secretariat:.....	38
3.4.5 The National Strategic Planning Council (NSPC).....	38
3.4.6 Producers, Users and Suppliers of Statistics	38
3.5 Current Coordination Arrangements:	39
3.6 Data Demand:	40
3.7 Main Data Types	40
3.8 Sources of Data:	50
4.0 Vision, Mission, and Core Values of the NSS.....	54
4.1 Vision of the NSS.....	54
4.2 Mission of the NSS	54
4.3 Key Core Business of the NSS	54
4.4 Core Values and Principles	55
5.0 STRATEGIC FRAMEWORK.....	57
5.1 Strategic Goal 1: Promote Statistical Advocacy	59
5.2 Strategic Goal 2: Organizational and Institutional Development	60
5.3 Strategic Goal 3: Human Resources Management and Development.....	62

5.4	Strategic Goal 4: Infrastructure Development.....	64
5.5	Strategic Goal 5: Harnessing Information Technology for Statistical Production process	66
5.6	Strategic Goal 6: Data Development and Management	67
5.7	Strategic Goal 7: Improvement and Coordination in the System of Administrative Statistics (SAS) across the NSS	68
5.8	Strategic Goal 8: Data Dissemination Policy and Plans	70
5.9	Strategic Goal 9: Coordination of Censuses and Surveys	72
5.10	Strategic Goal 10: Statistical Auditing for Compliance.	73
6.0	IMPLEMENTATION STRATEGY AND PLAN	75
6.1.	Introduction:	75
6.2.	Key Stakeholders and Implementation Strategy and Plan:	75
6.3.	Partnership and Collaboration among key Agencies of the NSS:	79
6.4.	Promote Ownership of the NSS concept:.....	79
6.5.	Working with Development Partners (DPs):.....	80
6.6.	Development of Joint work plans for collecting and disseminating data:.....	80
6.7.	Monitoring, Reporting and Evaluation:.....	81
7.0	FINANCING PLAN AND BUDGET	83
7.1.	Budget:	83
7.2.	Financing Plan:	83
	Summary of MDAs/States Budgets	84
	Estimated Budget for the NSS Strategy by Goals and Sub-systems	85
	APPENDICES.....	86
Appendix (1)		87
	National Statistical Programme.....	87
Appendix (2)		89
	Challenges, Strategies and Priorities Activities for the MDAs and the States	89
Appendix (3)		103
	NSDS Logical Framework.....	103

LIST OF TABLES, BOXES AND DIAGRAMS

TABLES

Table (1): Main Data Types 39

Table (2): Some Economic and Social Indicators/Statistics produced by the NSS 42

BOXES

Box (1): SWOT Analysis 32

Box (2): Key Economic Statistics Generated by the Sudan NSS 40

DIAGRAMS

Diagram (1): NSDS/NSS Structure 25

Diagram (2): NSS Governance Arrangement 74

ACRONYMS

ASSD	-	Africa Symposia for Statistical Development
BOP	-	Balance of Payment
BR	-	Business Register
CBOS	-	Central Bank of Sudan
CBS	-	Central Bureau of Statistics
COICOP	-	Classification of Individual Consumption According to Purpose
CPC	-	Central Product Classification
CPI	-	Consumer Prices Index
CSOs	-	Civil Society Organizations
CTT	-	Core Technical Team
CWIQ	-	Core Welfare Indicator Questionnaire
DQAF	-	Data Quality Assessment Framework
EAs	-	Enumeration Areas
EMIS	-	Education Management Information System
FACCS	-	Federal Agencies Consultative Committee on Statistics
FGM	-	Female Genital Mutilation
FPOS	-	Fundamental Principles of Official Statistics
FTS	-	Foreign Trade Statistics
GDDS	-	General Data Dissemination Systems
GDP	-	Gross Domestic Product
GFS	-	Government Finance Statistics
GIS	-	Geographic Information Systems
HDI	-	Human Development Index
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HMIS	-	Health Management Information Systems
HS	-	Harmonized Systems
ICP-AFRICA	-	International Comparison Programme for Africa
ICT	-	Information and Communication Technology
IMF	-	International Monetary Fund
IPC	-	International Price Comparisons
I-PRSP	-	Interim Poverty Reduction Strategy Paper
ISIC-3	-	International Standards of Industrial Classification Rev III
IT	-	Information Technology
LAN	-	Local Area Network

M&E	-	Monitoring and Evaluation
MAPS	-	Marrakech Action Plan for Statistics
MDA	-	Ministries, Departments and Agencies
MDGs	-	Millennium Development Goals
MICS	-	Multiple Indicator Cluster Surveys
MIS	-	Management Information Systems
MIC	-	Ministry of International Cooperation
MOE	-	Ministry of Education
MoFNE	-	Ministry of Finance and National Economy
MOH	-	Ministry of Health
MOU	-	Memorandum of Understanding
MTEF	-	Medium Term Expenditure Framework
MWSS	-	Ministry of Welfare and Social Security
NCCS	-	National Consultative Committee on Statistics
NGOs	-	Non Governmental Organizations
NMES	-	National Monitoring and Evaluation System
NSC	-	National Statistical Council
NSDS	-	National Strategy for the Development of Statistics
NSPC	-	National Strategic Planning Council
NSS	-	National Statistical System
PCs	-	Personal Computers
PPI	-	Producer Price Index
PPI-M	-	Producer Price Index for Manufacturing
PRSP	-	Poverty Reduction Strategy Paper
QHS	-	Quick Household Survey
SAS	-	System of Administrative Statistics
SDDS	-	Special Data Dissemination Standards
SNA	-	System of National Accounts
SRC	-	Statistical Resource Centre
SSCs	-	State Statistics Committees
SSDSs	-	Sector Strategies for Development of Statistics
SSSs	-	Sectoral Statistical Systems
STATCOM-AFRICA		Statistical Commission for African
StSDSs	-	State Strategies for the Development of Statistics
StSSs	-	State Statistical Systems
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
SYB	-	Statistical Year Book

TQM	-	Total Quality Management
U-5	-	Under Five Years
UNDP	-	United Nations Development Programmes
USD	-	United States Dollar
VAT	-	Value Added Tax
WAN	-	Wide Area Network

FOREWORD

The Government of Sudan in its quest for speedy and orderly national growth and overall development of the country decided to adopt a results management approach to development particularly in the planning, implementation monitoring and evaluation of its development frameworks such as the Interim Poverty Reduction Strategy Paper (I-PRSP), the second 5-year National strategic Development Plan (2012-2016), the 3-year rolling program for Sustainability of Economic Stabilization (2011-2013), a Medium Term Expenditure Framework (MTEF) and the global strategy, the Millennium Development Goals (MDGs).

To adequately formulate, monitor implementation and evaluate these various plans, good quality and timely statistical information is a sine-qua-non for measuring development outcomes and progress, for identifying development issues, for formulating policies and for measuring impacts of development interventions.

However, managing for results has placed a lot of burden and challenges on already fragile and weak National Statistical System (NSS) with respect to its capacity for production and management of statistical data that are timely delivered, efficiently disseminated and copiously used. These challenges need to be addressed in a holistic and strategic manner ensuring that the concerns of all sectors (MDAs) and sub-national entities (States) are taken into account plus taking care of the data needs of all stakeholders. For these reasons the National Strategy for the Development of Statistics (NSDS) along with its components at the MDA and State levels were designed in a consultative and inclusive manner in order to have a unified framework for dealing with the challenges.

It is also heart-warming to note that the various strategies have been anchored unto the I-PRSP, the second 5-year strategic Development Plan and the MDGs and sharing the same time horizon. Another positive feature of the strategies is that the NSDS, SSDSs and the StSDSs are to be implemented concurrently and in parallel with the development frameworks. No doubt, variety of resources (money, material and manpower) are required to ensure effective and efficient implementation and the government stands ready with the support of our development partners to fulfil its obligation for full implementation of the statistical plans.

I note and appreciate the leading role of the CBS in the design process, the commitment of the MDAs and States in collaborating under the technical leadership of the CBS, and the UNDP in particular for the financial and technical support through the process of preparation. Also I appreciate the support of UNFPA, UNICEF and PARIS21 for the process.

It is my expectation that the same level of enthusiasm and approach should be continued into the implementation.

**The Minister,
Ministry of Cabinet
Government of Sudan**

PREFACE

Statistical Development, particularly in Africa and the specific case for Sudan not being an exception, had been slow because, focus has always been on the National Statistical Offices (NSOs) rather than looking at development across the entire National Statistical System (NSS) including its various sub-systems. Indeed, the other component members of the NSS the sectors [Ministries, Departments and Agencies (MDAs)], the sub-national entities (the States), the users and suppliers of data, the training and research Institutions etc have hardly been aware of their roles within the National Statistical System. The improvement for statistical production and use has always been directed to the NSO, in the case of Sudan, the Central Bureau of Statistics (CBS) as if it was possible for it alone to provide all of the national, sectoral and sub-national statistics that are required at all these levels. This, of course, is erroneous! It has therefore been welcoming to have this paradigm shift taking along the concerns of the MDAs and States in the current Strategy development to improve statistical production and use in Sudan.

Prior to now, statistics are being produced routinely; however at the present time, production of statistics is being directed to the relevant series required to support development frameworks ensuring that data are available for results-based management. Consequently statistics becomes available at lower domain levels-sub-national (States) and sectors (MDAs) as capacity to produce the needed data at each level are developed through the designed strategies.

In preparing the NSDS and the strategies at the sectoral and sub-national (States) levels, a structure for the design was established and this same structure will be available to monitor the implementation of the plans and indeed manage the operations of the NSS. The whole process has been accomplished in ten steps which included advocacy, technical trainings, setting up the various committees of the structure, assessment of current situations to establish the challenges leading to the identification of the strategic issues to be addressed during the plan period. Some of these issues included review of the Statistics Act, Institutional and organizational arrangements, coordination, statistical advocacy, promotion of staff motivation, dissemination, data quality and fund mobilization etc. Based on the current status of these issues, a strategic framework has been laid out by establishing the vision, mission and core values at each level, strategic goals set along with hierarchy of strategies required to achieve the goals. And for each strategy, set of actions (activities) have been well specified. All these have been shown in a matrix format (Logical Framework) setting out clearly the structure of the development plans. Implementation strategy and

Financing plans have also been articulated. With this kind of clarity, it is my expectation that the plan implementation will go well.

It is left for me to appreciate the dedication and commitment of all my colleagues within the NSS, who have been involved in this process in the last couple of months. With your collaboration and the continuous support of the government and our partners, sustainable statistical development will be delivered to our dear country.

**Director General,
Central Bureau of Statistics (CBS)
Khartoum, Sudan.**

FOREWORD BY UNDP SUDAN

The United Nations Development Programme (UNDP) always believes in aligning its capacity development effort with the national strategic needs and priorities of countries. The Government of Sudan, through the Central Bureau of Statistics (CBS), was very clear about the new statistical priorities of the Sudan when initiating the formulation of the National Strategy for the Development of Statistics (NSDS) towards the latter period of 2010. The initiative was aimed at developing a forward looking medium-term national statistical development framework. This would help guide data production, dissemination and utilization to be formulated through consultation with all stakeholders through the coordination role of the Central Bureau of Statistics.

That is why UNDP Sudan from the outset considered this collaboration with the Central Bureau of Statistics to prepare the NSDS an important policy level engagement. We believe that this strategy will bridge the significant data deficit that Sudan has faced in its endeavor to monitor progress of its national development frameworks and global commitments including the Millennium Development Goals (MDGs), Poverty Reduction Strategy Papers such as the Sudan Interim Poverty Reduction Strategy Paper (IPRSP) issued in August 2012 and assess the status of national human development efforts.

UNDP Sudan is pleased to see that the NSDS, which spans the five year period (2012-2016), is well aligned with the timeframe of the Five Years National Development Plan (2012-2016). This, we believe, will help the strategy further reinforce the provision of mainstreamed statistical data for result-based management of development outcomes of the Five Year Development Plan. The NSDS will help UNDP and other UN agencies, funds and programmes operating in Sudan and the international development community at large. It will enable all partners to monitor progress of their respective development roles in a coordinated and consistent manner.

UNDP Sudan commends the Sudan Central Bureau of Statistics for rendering the process of designing the NSDS more inclusive, consultative and participatory reflecting the data requirements of national, state and local level governments, non-state actors (private sector and NGOs/CSOs), as well as international development partners. The launching workshop of the NSDS design process in October 2011 and the subsequent technical level consultative workshops carried out from December 2011 to August 2012 with participants drawn from the Government at both the central and state levels, consultations with non-government actors, academia and development partners were all indicators of an inclusive

NSDS process allowing the strategy to be nationally owned. Such a participatory process is essential for the subsequent implementation of the NSDS. The CBS has exercised able leadership in conducting the consultation process. The UNDP Sudan is very pleased for being part of this process.

Now that the Strategy document is issued, the key challenge is its timely and proper implementation. Thus, the full scale implementation of the NSDS calls for coordinated engagement of development partners to support the Central Bureau of Statistics. We stress that there is no real substitute for the role of government in mobilizing the necessary resources for the implementation of the strategy. The consultation process conducted in the course of formulating the NSDS with all partners will therefore assist in defining the potential for mobilizing resources for the implementation of the NSDS.

In conclusion, UNDP Sudan congratulates the Central Bureau of Statistics and all partners who worked hard to attain this goal and affirms its commitment to support the implementation of the NSDS in collaboration with all interested partners.

Ali Al-Za'tari,
UN Resident & Humanitarian Coordinator,
& UNDP Resident Representative,
Sudan

ACKNOWLEDGEMENTS

The Design process for the National Strategy for the Development of Statistics (NSDS) and its components at all levels, namely ,the SSDSs ,and the StSDSs has been long and detailed involving a long list of persons at various levels too numerous to mention in this short acknowledgement note. It is therefore regrettable that only few persons will be acknowledged by name while others will be noted in the various working groups.

At the conceptual and early planning stage of this project, key persons at the CBS and the UNDP played critical roles that have led to the outcome we are now privileged to witness. Top on that list, on the CBS side has been our indefatigable Director General, Dr. Yasin Elhag Abdin, a rare leader and himself a strategist has been the tower of strength for the project and behind him were Mustafa Hassan Ali, Hassan Ibrahim, Somaia Khalid, Elsir Hassan Abbas, and on the UNDP side, as well, were the Country Director, Sayed Aqa his able lieutenants, namely, Fatimah Elsheikh, Ahmed Elhag, Mohamed Elsayed, Getachew Tahir, Ali Abbas, Mufeeda Elhadi. All these were actively part of the project throughout the period giving their helpful support.

At some stage of the project, UNFPA and UNICEF gave both financial and technical support for one of the technical workshops and has at the same time indicated its further support to the initiative. Paris21 similarly gave technical support to the project by fielding an International consultant to look at the issue of statistical advocacy.

At the centre of the exercise were the National NSDS team which included Dr. Salwa Ahmed, Aisha Elsidig Elzamzami among others. Driving the execution of the process was the NSDS Core Technical Team (CTT) made up from CBS of Mustafa Hassan Ali Basha, Somaia Khalid, Hassan Ibrahim, and from UNDP the National Consultants Elnaeem Sulieman Abbas, Ali Abbas (also as UNDP Liaison), Getachew Tahir, Ahmed Elhag, Mohamed Elsayed, the UNDP International consultant Oladejo Ajayi and Nadine Ahmed (the Project Secretary) under my leadership.

The CTT was backed up ably particularly with respect to advocacy programmes for the process by the public affairs advocacy team at the CBS of Nazla, Nafisa, Mai and Farouk.

The monitoring of the MDAs was enhanced by the participation of Salwa Ahmed and Elsheikh Eltijani. Also a task team set up by the DG(CBS) of Professor Ismaeel Bakkeet, Abdel Barri Hassan Nasr, Dr Salam Abd Alla, Dr Fatima Mukhtar, Nasr Elden Noor Eldaim,

Maha Mohamed, and manal Sheikh Eldeen Hassan offered assistance in the review of the entire document. Of course, our appreciation goes to the body of Stakeholders who took time in a feedback workshop to make useful comments that improved the quality of the Report.

A number of supporting staff should not go unmentioned for their substantial and essential contributions and these include the drivers- Sami and Gasim, Magda Mohamed, Nagat Abdelati to mention just a few of them.

Finally I want to appreciate my colleagues who served in the sector committees and State Strategy committees for the many hours they have put into the task and for their commitment and cooperation all through the exercise.

Of course, there are many other persons, and corporate bodies who have rendered important support services to the entire endeavour and too numerous to mention but their contributions are appreciated.

**Elsir Hassan Abbas,
National Coordinator,
NSDS Design Project.**

EXECUTIVE SUMMARY

1.0 Background:

Sudan adopted in 1994, decentralized system of governance, operating a Federal System of government with three tiers, namely, Federal, State and Local government levels respectively. All these levels require to make policies, plan development programs and carry out monitoring of plans implementation plus evaluating progress and achievements of development plans. Timely and high quality statistics are required to address these mandates and deliver development to the people of Sudan. However, the statistical capacity needed to deliver statistical products in a sustainable basis at the various levels is weak and therefore needs upgrading. It becomes imperative to therefore design a national strategy for the development of statistics that will overhaul the systems at all levels of government that will deliver relevant, timely and high quality statistics to support the development efforts in Sudan.

Development Framework and Demand for Statistics:

At the National Level, through the Strategic Advisory Council, established in 2006, 25-year vision for development (2007 – 2031) was developed and launched. The second five-year development component (2012 - 2016) of the vision to serve as a growth oriented strategy with a primary focus on sustainable development and poverty reduction in the medium term has just been crafted and launched. Within this component are sectoral and state development plans. Other complementary development strategies that have been designed to address these various development issues were the Interim Poverty Reduction Strategy Paper (I-PRSP) and the 3-year rolling plan (2011 – 2013) for Sustainability of Economic Stabilization. The Millennium Development Goals (MDGs) as a development strategy has also been acknowledged as basis for achieving socio-economic stability in Sudan. All these development frameworks are going to have need for data support for the monitoring of their implementation and evaluation. Fortunately, this strategy for the development of statistics shares the same time horizon with all of these development frameworks thereby making the provision of data during this period truly demand-driven.

The Context:

The importance and the roles statistics plays to enhance the overall development of a nation can not be over-emphasized as data are required at all levels, National, Sectoral (MDAS) and sub-nationals (states) for measuring progress of development. But the National, Sectoral and sub-national statistical systems have been faced with a lot of challenges – gaps

in data provision, fragmented and out of-date data that are being untimely supplied, absence of time series data, lack of standards in data production, and lack of uniform development across the various statistical systems. It then becomes critical for the Republic of Sudan to address this situation in a strategic way that will lead to the strengthening of the National Statistical System (NSS), the Sectoral Statistical Systems (SSSs) and the State Statistical Systems (StSSs) and be made to operate in an integrated and coordinated manner. The strategic route to take is in developing the National, Sectoral and State strategies for the development of statistics which are also mainstreamed into development frameworks that require the data/indicators from the statistical systems at all level.

2.0 The Design Process of the NSDS, SSDSs and StSDSs

The NSDS has been developed as a framework for strengthening statistical capacity uniformly across the NSS such that each of the sub-systems will be empowered to manage results and outcomes of development. It has been made to strengthen data production, improve coordination and promote integration and collaboration among and between data producers and users, strengthen national capacity and ensure long-term sustainability of the NSS.

The CBS led and coordinated the process which had prepared the NSDS and its building block components, namely, strategies for each of the MDAs and each of the states. And because of many of the MDAs and States, the process have been arranged in phases with the current first phase covering 11 MDAs & 7 states.

The Process:

The process of preparing these strategy documents, as it is often said, is as important, if not more important, as the strategy documents themselves. It becomes imperative, therefore, to establish a structure for the strategy design. process and also to serve as the platform for strengthening and streamlining the NSS and its component sub-systems. This same structure is intended to evolve as permanent structure for managing and operating the NSS.

The process went through ten steps as follows:

- Sensitization of key stakeholders;
- Launching of the NSDS concept;
- Design of the roadmap;
- Advocacy programme covering the MDAs and States;
- Setting up of sector/state statistics committees;
- Establishment of the Inter-agency committee (NCCS);

- Workshops for technical understanding of concepts and procedures for strategy development;
- Assessment of the current status of statistics;
- Drafting sector (MDAs)/State Strategies for the development of statistics; and
- Stakeholders' approval and finalization of the strategies at all levels.

3.0 National Statistical System (NSS):

Conceptually, the NSS is made up of the following:

- ⇒ Producers of statistics;
 - ⇒ Users of statistics;
 - ⇒ Suppliers/providers of data items;
 - ⇒ Statistical Training Institutions/Centres and Research Institutions; and
 - ⇒ The Civil Society and the media;
- Who are to work together as a team.

Characteristically, a good NSS has relatively uniform capacity of the producers for generation of data and for users to use data to inform decisions, while the suppliers would have better understanding of their roles in data generation. Similarly the training centres focus on statistical manpower development while the Research Institutions enhance the value of statistical data through appropriate analysis. There is therefore the importance of strategically building the capacity of all the players across the NSS.

Further on the characteristics of a good NSS are impartiality of data collection and releases, ensuring confidentiality of supplied data, objectivity, transparency, integrity and independence in carrying out all operations and better coordinated with all these in line with the Fundamental Principles of Official Statistics. An effective NSS is underpinned by an appropriate statistical legislation. In the context of these characteristics, a SWOT analysis of the Sudan NSS has been carried out and included in this report. The chapter on the NSS also looked at the roles of the various key stakeholders, data demand situation, main data types plus data sources and presented tables of data types and data outputs of the NSS.

4.0 Vision, Mission and Core Values of the NSS:

Vision of the NSS is that future NSS in Sudan shall rank among the best globally with well mainstreamed statistical sub-systems thus creating an integrated and efficiently coordinated National statistical System;

while its mission statement to achieve this vision is:

Mission is to evolve a NSS that is a key National Infrastructure representing an asset required to build a sustainable National Integrated Information System (NIIS) for Sudan supporting results-based development agenda and promoting democracy and good governance.

Core Values and Principles:

Some of the core values and Principles that should guide the stakeholders of the NSS include the following;- users-friendliness, integrity, supplier motivation, high quality of products and services, efficiency, sustainability and professionalism. Others are maintaining confidentiality, operating under regulatory framework, effective coordination, accountability and transparency and ensuring standardization of process.

5.0 Strategic Framework:

Through a thorough situation analysis (via SWOT) of the National Statistical System, it was established that the system is being faced with a number of challenges which have to be addressed for the NSS to achieve its vision and accomplish the mission. The challenges are;-

- Coordination has either been absent or ineffective across the NSS, within the sub-systems and at the Federal level operation with the states;
- Institutional and organizational inadequacies at the CBS, MDAs and States levels of statistical administrations;
- There is infrastructural deficiencies across the NSS;
- Data development/overall data production process has been inconsistently and irregularly addressed leading to data delivery with inadequate data quality and lack of reliable time series data;
- Lack of resources to prosecute statistical programmes even when they are prepared;
- Low profile for the importance of statistics;
- Low statistical capacity to prosecute statistical programmes of the NSS;
- Absence or little data analysis with the consequences of low data use by key data users;
- Poor data dissemination practices within the NSS including absence of operational databases; and
- Inadequate legal framework to underpin the work of the entire NSS plus inadequate implementation of key provisions of the 2003 Act for the CBS.

The NSS need to remove these challenges adopting some strategies under a number of strategic objectives while our strategic goals embrace the central thrusts and performance areas which the NSS must pursue in order to realize the vision and accomplish the mission.

Following strategic objectives have been formulated:

- ✓ Mainstream the statistical sub-systems into the NSS so as achieve more efficient use of resources;
- ✓ Improve the statistical information base both in contents and quality;
- ✓ Build sustainable capacity for data production, management and use;
- ✓ Raise the public profile for statistics;
- ✓ Provide guidance, develop skills and provide other assistance that may be required by users, providers and producers of statistics;
- ✓ Promote cooperation, collaboration and coordination and rationalization among users, producers of statistics at both the Federal, MDAs and State levels in order to prevent duplication of efforts; and
- ✓ Promote and support results based management and policy making informed by evidence (data) as may be retrieved from operational databases.

While ten strategic goals have been derived from the identified challenges facing the NSS which will facilitate the attainment of the NSS vision, and what has to be done at different levels as necessary to produce the desired impact on the NSS. They cover areas of advocacy, organizational and institutional development, human resources development and management, infrastructural development, information technology development, surveys and censuses programmes, strengthening System of Administrative statistics (SAS), data dissemination policy and plans (including data accessibility) and statistical auditing.

Under each strategic goal, hierarchy of strategies was defined and each strategy specific actions (activities) were enumerated. Details of these were further presented in a Logical Framework as shown in one of the appendices. Also in one of the appendices, summary of the challenges, strategies and key activities for each of the MDA and State Strategies (the building blocks for the NSDS) has been presented.

6.0 implementation Strategy and Plan;

The strategy involves implementing the actions, monitoring, evaluation and reporting and it has been underlined that the success of the NSDS demands faithful implementation of the plans at all levels.

Implementation governance structure has been established, similar to the design process structure with minor modifications featuring a plan Implementation Unit (PIU). This unit is located at the General Directorate of Coordination of the Central Bureau of Statistics (CBS) with the head of the Unit reporting to the Director-General (CBS) through the Director in charge of the Directorate of Coordination. The Unit monitors the implementation tasks nationally (working through the MDA/State committees, FACCS) ensuring that resources are made available and accounted for plus ensuring that process reports are rendered by the implementation centres periodically. Reports are placed before NCCS and FACCS chaired by DG (CBS) for definite actions. The NSS steering committee, of course, oversees the entire implementation based on DG (CBS) reporting to it. Under the implementation plan, processes for partnership and collaboration among key agencies of the NSS, promotion of ownership of the NSS and working with the Development Partners have been well described. There is also an evaluation plan both at the mid-way of the plan and at the end.

7.0 Budgets:

The budgets have been prepared for the implementation of the strategic goals of the NSDS, the Sector Strategies for the Development of Statistics (SSDSs) and the State Strategies for the Development of Statistics (StSDSs).

It is expected that the Plans will be financed by both the Government of Sudan (GoS) and the community of Development Partners under basket funding.

1.0 Background

Sudan adopted in 1994, decentralized system of governance, operating a Federal System of government with the central government based in Sudan's administrative capital, Khartoum while the seventeen State governments have their seats at their respective capitals operating their own autonomous administrations. Below the States are the local government authorities. Mandates have been defined and assigned to each tier of government which included policy formulation, guidance for development planning, monitoring and supervising implementation of plans and their evaluation plus critical decision making in order to achieve meaningful development and progress at all these levels of governing. One of the key requirements for good governance that is accountable and transparent is the establishment of an efficient and effectively running National Statistical System (NSS) along with its well mainstreamed sub-systems at the sectoral and state levels that will generate comprehensive statistical information for evidence-based policies, guide planning and manage for results of development agenda.

The Statistics Act of 2003 assigned to the Central Bureau of Statistics (CBS) the responsibility to provide national statistics while encouraging the lower levels of governments to produce their own required statistics to support their developmental efforts. CBS, in addition, is expected to give technical guidance including the coordination of statistical work at these levels. Unfortunately, the CBS has been confronted with daunting challenges obstructing the creation of an effectively operating National Statistical System plus inadequate capacities at both the sectoral (MDAs) and State levels to run effective statistical sub-systems that could deliver, in a sustainable manner, statistical products and services to all categories of users. The basic issues of data with respect to quality, timeliness, comprehensiveness, credibility, and relevance of data need a total overhauling. The design of a National Strategy is therefore imperative and it is intended to outline the path for upgrading the NSS and ensuring the mainstreaming of sectoral and sub-national (States) statistical systems in order to achieve a coordinated NSS and also promote ownership at the various levels.

1.1 Development Frameworks and Demand for Statistics:

In 2006, a Strategic Advisory Council was established to develop a 25-year vision for development which came out with a vision for development document articulating Strategic Plan for the period (2007 – 2031). Using this vision document as basis, Sudan has launched a five-year Development Plan component for (2012 – 2016) to

serve as a growth oriented strategy with a primary focus on sustainable development and poverty reduction in the medium term. Within this strategy are Sectoral development plans and State-level development. The recently developed Interim Poverty Reduction Strategy Paper (I-PRSP) has not replaced these existing planning instruments that are already in place or underway but rather complements them by strengthening the prioritization of actions within and across sectors targeting poverty. The I-PRSP and its processes are linked and are complementary to the 3-year rolling Plan for sustainability of Economic Stabilization (2011-2013) and the 5-year Development Plan (2012 – 2016) whose preparations are about to be concluded. The 3-year rolling Plan being a medium term expenditure framework to deal with the adjustment to new political and economic realities following the decision of the South to separate is a detailed and costed medium-term plan along with the 5-year Strategic Plan, a successor to the 5-year plan of (2007 – 2011), will provide a foundation for a full PRSP. Millennium Development Goals (MDGs), also, is acknowledged as a prerequisite for achieving socio-economic stability in Sudan. These various development plans, namely; the MDGs, 5-year Strategic Plan (2012 – 2016), the Medium-Term Expenditure Framework (MTEF) and the I-PRSP all are going to have need for data support for the monitoring of their implementation and evaluation. Fortunately, the strategy for the Development of Statistics share the same time horizon with all of these development frameworks thereby making the provision of data during this period demand-driven.

1.2 The Context:

The importance of statistics in the development of a nation cannot be over-emphasized as it plays crucial role in measuring and monitoring the progress of Sudan's road to development. Data are going to be required at all levels, namely; National, Sectoral (MDAs) and Sub-national (States) so as to measure progress at all these levels of development. Although in Sudan, there exists an elaborate statistical system with reasonable quantity and quality of statistics at national and sectoral levels, however, the situation is not uniform over the various domains. There are gaps in data provision, those data that are available are fragmented, many of the series are out of date and untimely supplied; they lack appropriate time-series because of irregularities in statistical programmes/activities and because these data are coming from a variety of sources, not being guided by standard methodologies, definitions, concepts and classifications are largely non-comparable and inconsistent overtime and domains. The situations described above are features of data at national, sectoral (MDAs) and sub-national (States) levels with very poor statistical

systems operating at all these levels. It then becomes critical for the Republic of Sudan to address this situation in a strategic way that will lead to strengthening of the National Statistical System, the Sectoral Statistical Systems, and the State Statistical Systems. In order to ensure that these systems are operating in an integrated and coordinated manner and that they are rebuilt and strengthened, the strategic route to take is in developing National, Sectoral and State Strategies for the development of statistics which are also mainstreamed into various development frameworks that require data/statistical information/indicators from the Statistical Systems at these levels. The strategies will also ensure and establish approaches for data development.

2.0 The Design Process of the National Strategy for the Development of Statistics (NSDS) and other Strategies at lower domain levels (Sectoral & States)

The NSDS has been developed as a framework for strengthening statistical capacity uniformly across the entire NSS such that each of the sub-systems will be empowered to manage results and outcomes of development. It also will serve as an integrated framework within which sub-systems and different stakeholders generate, disseminate and use statistics that are trustworthy, also meet their individual needs and provide a sound basis for national planning and development. In particular the NSDS will:-

- (a) Strengthen the production of quality and timely statistics in line with the Fundamental Principles of Official Statistics and based on international best practices and guidelines to support national development initiatives and programmes;
- (b) Improve coordination and promote integration and collaboration among and between data producers and users;
- (c) Strengthen national capacity to produce, analyze and use reliable statistics generated by an integrated NSS and
- (d) Ensure long-term sustainability of the NSS by securing funding for priority data production, analysis, and dissemination.

Although several attempts have been made in the past in Sudan to develop statistical plans that could usher in improved statistical delivery, none actually brought in the desired results. A strategic thinking approach was seen as necessary to deliver the results. Therefore, Sudan in spite of its late entry, based this NSDS design on the recommendations of the Second International Roundtable on Managing for Development Results, held at Marrakech, Morocco, in February 2004. This recommendation, the Marrakech Action Plan for Statistics (MAPS), set a target for all low-income countries to have designed NSDS by 2006 and to have started to implement them by 2007 in order to have high quality, nationally produced statistics available for measuring progress of the Millennium Development Goals (MDGs).

The Central Bureau of Statistics (CBS) of Sudan, with the support of the UNDP Sudan, coordinated the preparation of the Statistical Development Strategy for the entire National Statistical System (NSS) which culminated in this document – National Strategy for the Development of Statistics.

The NSDS was to have components of strategies for each of the Ministries, Departments, and Agencies (MDAs) and each of the States (sub-national entities), all components of the NSS. They will then be building blocks for the National Strategy to rebuild the NSS. In Sudan, there are close to forty (40) MDAs at the Federal level and a total of seventeen (17) states. For this reason of large numbers of MDAs and States, the preparation of Strategies for the MDAs and States has been phased with initial phase covering:-

- ✓ MDAs – Ministries of Finance and National Economy; Labour; Health; Industry; Animal Resources and Fisheries; Interior; General Education; Agriculture; and Environment, Forestry and Physical Planning; as well as the Bank of Sudan and the Central Bureau of Statistics (CBS);
- ✓ States – Gezira; River Nile; Kassala; North Khodofan; Blue Nile; South Darfur and Red Sea.

However, all of these have not uniformly responded. Each participating MDA prepared a Sector Strategy for the Development of Statistics (SSDSs) while each State produced State Strategy for the Development of Statistics (StSDSs) in which priority data needs were identified, challenges being faced in current data production process and ways of dealing with them articulated and setting the vision and strategic objectives to achieve their goals. The Strategies also include an implementation arrangement through a time-bound action plan, a financing strategy, plus costing of the plan and a monitoring and evaluation framework (including performance indicators) to assess implementation progress.

2.1 The Design Process:

The preparation of the NSDS and its building blocks, namely: The SSDSs and the StSDSs respectively is an important step to take towards the modernization of the Central Bureau of Statistics (CBS) and the components of the NSS. However, the process of preparing these strategy documents, as it is often said, is as important, if not more important, as the strategy documents themselves. Hence, the imperative for establishing a structure for the strategy design process and also to serve as the platform for strengthening and streamlining the National Statistical System and its component sub-systems (Sectoral Statistical Systems (SSSs) for the MDAs and the State Statistical systems (StSSs). Considerable time has therefore been taken to work out this structure and operationalize it during the design process of the

strategies. The structure therefore, remains as a permanent structure for managing and operating the NSS.

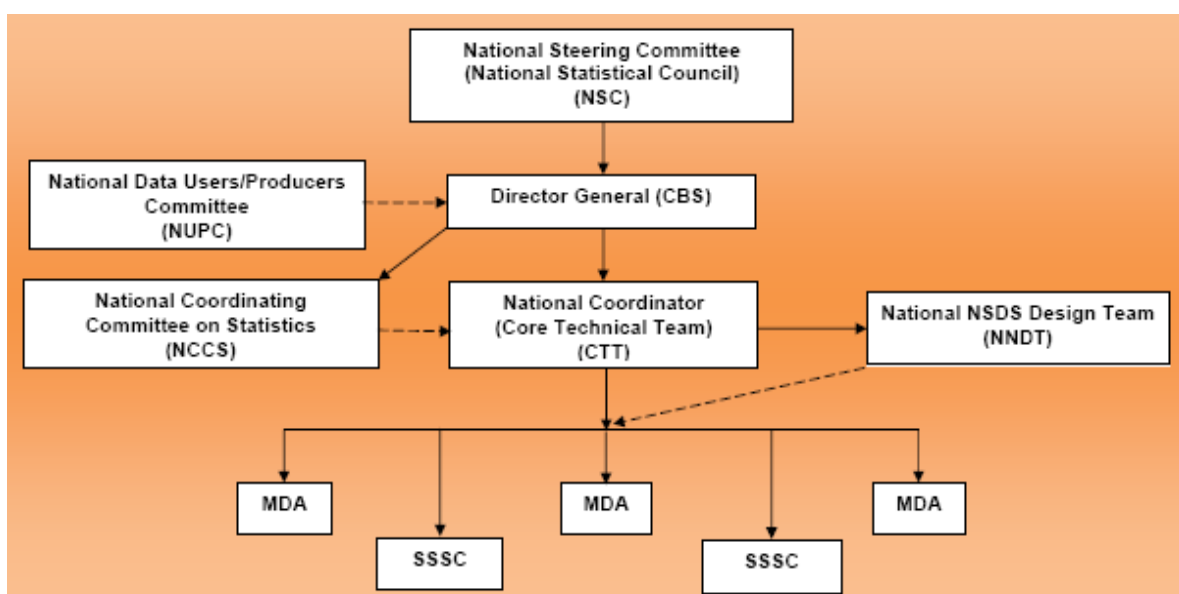
At the centre of the structure is the CBS that has the responsibility for identifying, mobilizing and sensitizing all the stakeholder groups and in establishing or initiating task teams, committees and working groups. Committees are at the policy level, inter-agency level, Sectoral/MDAs levels, sub-national levels (States of the Federation) and at the CBS level.

Thus, the elements/components of the structure are as follows:

- Director General (CBS);
- National NSDS/NSS Coordinator;
- National NSDS Design Team;
- NSDS Core Technical Team (CTT);
- Sectoral/MDAs Committees with CBS liaison officer as members;
- State Statistical System Committees with CBS State Directors as member/rapporteur;
- National Coordinating Committee on Statistics (NCCS), an Inter-Agency Committee of producers;
- National User/Producer Committee; and at the top of the structure is
- The Steering Committee/National Statistical Council (NSC)

All these structure components have Terms of Reference.

NSDS/NSS STRUCTURE



The following steps were taken in designing the Sector/MDA and the State Strategies for the Development of Statistics [(SSDSs) and (StSDSs)];

Step 1: Sensitization of Key Stakeholders

This step was to create awareness of the NSDS concept particularly at the MDA top policy people level and also at the top State authority level. A draft Action Plan was also developed.

Step 2: Launching of the NSDS Concept

The NSDS concept was officially launched to kick start the process. Similarly a NSDS/NSS News Bulletin was established as a medium for updating Stakeholders about progress and planned activities of the process.

Step 3: With the Action Plan as basis, the Road Map, outlining the tasks, key activities, and responsible actors along with corresponding budget was developed.

Step 4: Further advocacy activities through visits to the Phase I MDAs and Phase I States re-explaining the NSDS concept and the design process to adopt.

Step 5: Sector/MDA and State Statistics Committees (SSCs)

Sector and State Statistics Committees were initiated and constituted within MDAs and States respectively to facilitate internal coordination of the sub-sectors and to build active interactions among the users and producers during the design of the SSDSs and StSDSs.

Step 6: In addition to the formation of MDA/State Committees, an Inter-Agency Committee named National Consultative Committee on Statistics (NCCS) was established and it provided a platform for sharing lessons and experiences among the MDAs and State representatives in addition to enhancing skills.

Step 7: Technical Empowerment of the MDA/State members of the Committees through technical workshops to explain the procedures and techniques of Strategic planning, assessment methods and visioning exercise. The

technical workshops were supplemented with monitoring of the committees' work by the Core Technical Team who frequently visited the MDAs and the States to solve any technical issues encountered during the process.

Step 8: Assessment of the Current Status of Statistics

User needs assessments were carried out through discussions with key data users in various review sessions. These fora enabled MDAs and their respective data users to agree on the modalities of prioritizing needs and corresponding data supply. Furthermore, data production processes were reviewed using data production and quality assessment formats. Users' and producers' questionnaires improved the assessment content for both the data needs and production processes. In addition, a SWOT analysis was conducted to assess the capacity of the MDAs and the States to produce adequate, complete, timely and accessible statistics.

Step 9: Drafting MDA/State Strategy for the Development of Statistics

The report template was developed and discussed with the MDAs/States Statistics Committees. The Committees undertook visioning exercises, mandate analysis, formulated Strategic Framework defining the Strategic goals, developing strategies and derived action plans; thus came out with Sector Strategic Plans covering 5 years. These Strategic Plans were costed and the costs were eventually consolidated into a budget for the NSDS.

Step 10: Stakeholder approval and finalization of the NSDS, SSDSs and StSDSs.

A Stakeholders' workshop has been planned to discuss the key features of the NSDS, SSDSs and StSDSs respectively and this is a platform for interactive discussions and synthesis of emerging issues, strategies and recommendations. Based on observations, final drafts of the documents emerged. Further reviewed final documents are planned to be launched.

3.0 The National Statistical System

3.1 The Concept of a National Statistical System:

In the current Statistics Act (Statistics Act 2003), the Bureau has been enjoined to “establish a national system of statistical information and promote the systems”. However, the law, which is essentially a CBS Act, did not specify what this national system of statistical information is and which systems were to be promoted. Even its coordination provision merely stated as follows: “Coordinate the statistical work between the states, state organs, ministries and government units”. In all these provisions that a national system or promotion of systems have been mentioned, what constitutes the national statistical system has not been explicitly stated. Making an explicit definition of what the National Statistical system is and what the component sub-systems are will ensure that the national system is coordinated and integrated and the sub-systems are established and promoted in a more definitive way.

Statistical production including dissemination and usage of statistical products is a venture that requires cooperative and collaborative efforts (TEAM work) with a broad spectrum of the population (the society) being involved in different functions. The team consists of Producers, Users and Suppliers/Providers of data/statistics, who compile, use and supply the raw materials (data) respectively. It should be noted however, that each group is involved at varying degrees in the functions of the others. The significant entities within these broad categories and their inter-related functions constitute the National Statistical System (NSS) of a country. The NSS has component sub-systems such as Sectoral/MDA Statistical systems and sub-national/state statistical systems which of course must be firmly established and promoted and should be aligned to the NSS. Normally, the NSS is steered and coordinated by a national statistical office, which in Sudan’s case is the Central Bureau of Statistics (CBS).

More specifically, the players in the National Statistical System are defined as follows:

Producers:

These include data production agencies in the Public Sector – Central (National) Statistical Agency (CBS specifically), the statistical organizations (units, sections,

divisions and departments) in line Ministries, Departments and Executive Agencies (MDAs), and Public Institutions such as the Central Bank (Bank of Sudan). There are other producers of statistics in the private sector, Non-Governmental Organizations (NGOs), Civil Society Organizations (CSOs) and training and Research Institutions.

Users:

These cover policy formulation/decision making institutions and development framework designers across government in the Ministries, Departments, Agencies, Parastatals and other Public Institutions as well as Private Sector companies, NGOs and CSOs, Researchers, Development Partners and International Organizations, Regional and sub-regional organizations, Managers with responsibilities for monitoring and evaluation and communities and Individuals in the Society. Other users of statistics and data within the NSS include the Media due to its role in advocacy and information dissemination through the publication of press releases and briefings.

Suppliers/Providers:

These include establishments/Institutions in the public sector, business establishments in the private sector, financial institutions including banks, insurance companies, bureau de change, NGOs, Informal sector establishments, private households, persons/individuals within the society.

Statistical Training Institutions/Centres and Research Institutions:

These contribute to skills development of the producers and users of data and also enhance the value and quality of data through research, development and data analysis.

The essence of establishing a National Statistical System and its component sub-systems that are mainstreamed into it is to bring all players in the data production industry together, working as a team. This consequently results in the generation of coherent, reliable and demand-driven data products in an efficient manner to support management and development initiatives including policy formulation and critical decision-making. The Central Statistical Agency of the NSS (i.e. CBS in Sudan) has the responsibility to coordinate all key players, institutionally, technically and process-wise with respect to their programmes and budgets in order to organize an integrated system of socio-economic statistics of the country. The Central Bureau of Statistics

as the hub of the system also plays the roles of facilitator, motivator and that of re-orientation of the NSS and its components.

3.2 Characteristics of a Good National Statistical System:

A good NSS has relatively uniform capacity for generation and use of statistics in its constituent parts; hence the importance of strategically building the capacity of all the players across the NSS.

The NSS operates with impartiality in data collection and releases; ensures confidentiality of supplied data; and acts with objectivity, transparency, integrity and independence in all its operations. The components of the system produce relevant data (through users and producer's interactions), turn data into information through policy/research analysis and ensure timeliness of data release in line with the release calendar as a result of good cooperation between and responsiveness of suppliers to the producers. Specifically data production, dissemination and use must be done compliant to the Fundamental Principles of Official Statistics.

Extensive statistical advocacy about the importance of statistics to the society and wide dissemination of data to the public are roles well carried out by the media while training institutions ensure that there is effective and relevant capacity building. The entire NSS players are quality conscious in that, data being generated in the system pass the assessment tests across all the quality dimensions, relevance, accuracy, completeness, consistency, timeliness, accessibility and appropriate levels of disaggregation.

In the context of these characteristics, a SWOT analysis of the Sudan NSS was carried out. The results of this analysis are summarized in Box 1.

3.3 Regulatory Framework for Statistics:

An effective NSS is underpinned by an appropriate statistical legislation. Such legislation should provide for an enabling institutional and regulatory framework for production and management of official statistics; and ensure professional independence of a national statistical agency and other agencies within the NSS to enhance integrity, impartiality and credibility of official statistics as well as data confidentiality.

The demand for statistics is indeed very high if appropriate response will be given to the social, economic and political developments in Sudan especially for the current Sudan since the separation with South Sudan. Years of conflict had also brought a huge deficit in data supply leaving a very wide gaping void that must be filled and with sense of urgency. CBS as provided for under the 2003 Statistics Act, was to address some of the challenges arising from huge data demands. However, as CBS alone could not rectify the situation as other entities needed to complement the efforts of the CBS, the Act does not empower CBS enough to perform their supervisory role of the NSS.

This was so because:

- ✓ Other players in the NSS have regulations from which they derive their mandate and these regulations existed side by side with the 2003 Statistics Act not having any clarity as to which one superseded the other.
- ✓ The 2003 Act is essentially a CBS Act and not for the entire NSS. The NSS was not even defined and roles of the CBS vis-à-vis the components of the sub-systems have not been sufficiently articulated. In particular, it does not mention the users of Statistics – instead it emphasizes those involved in gathering statistical data through surveys or through administrative actions.

Therefore, an Act to establish the NSS with specifications of roles of the coordinating Agency and other component sub-systems will have to be put in place.

Box 1: SWOT Analysis

Strengths

- Team work spirit exists among the MDAs/States/CBS and the staff respectively of the NSS, the Sectors/States also acknowledge the need for a strong NSS;
- A Semi-autonomous CBS with branch offices in all the States of the Federation enhances not only data collection nationally but also strengthens coordination of all Sectors (MDAs) and sub-national (State) statistical systems plus ensuring the production of impartial and credible official statistics plus creating opportunities for retention of skilled personnel;
- Competencies and unique capabilities are available in Institutions within the components of the NSS giving these agencies comparative advantage over others in performing certain statistical tasks (carrying out large-scale surveys and censuses by CBS, undertaking school censuses under EMIS by the Ministries of Education at both Federal and State levels and compiling indicators from hospital statistics by the Ministries of Health at both Federal and State levels)
- An up-to-date frame of geographic Enumeration Areas (EAs) is available for use of all stakeholders as Framework for conducting all Household surveys in Sudan;
- Geographic Information System (GIS) technology is available to enhance spatial presentation of data for easy understanding of policy, people and all categories of users such as poverty mapping;
- Existence of a Statistical Training Centre conducting training for statistical personnel across the NSS and even for the private sector personnel.

Weaknesses

- Ineffective or complete absence of coordination within agencies (MDAs, States, CBS) and across the NSS bringing about poor outputs in terms of statistical products and services;
- Absence of a coordination General Directorate at the CBS hampering both CBS internal Coordination and CBS's role in across the NSS coordination's.
- Absence of General Directorate for Field organization and Survey Methodology, Research and Standards and another for the re-engineering and development of Administrative Statistics from records of administrative actions (Management Information Systems);
- Absence of or weak functional organizations for statistical production at MDA and State levels;
- Poor funding for statistical activities with the consequence of heavy reliance on donor funding leading to low sustainability. Indeed, no budget line exists for the MDA statistics functions both at the Federal and State levels;
- There are poor infrastructural facilities in terms of:
 - Physical Infrastructure [building/space allocation, office equipment (file cabinets, photocopying machines, scanners, furniture, storage facilities etc) and vehicles for statistical operations];
 - Statistical Infrastructure (compendium of standards, business register, manuals to guide surveys and meta data for produced data etc);
 - ICT Infrastructure [PCs, softwares and application programmes, Wide Area Networks (WAN); inefficient Local Area Network; communication facilities etc];
- Poor advocacy for the importance and usefulness of statistics across the NSS;
- Lack of dissemination policy and plan plus poor facility and infrastructure for effective dissemination of statistical products in an impartial manner. There are no operational databases at the MDAs and States and it is only a weak functioning one at the CBS;
- Lack of capacity building policy and programmes all through the entire NSS in terms of training and retooling of the organizations (old equipment are all over the NSS);

- Weak analytical and report writing skills in the NSS;
- Lack of IT Strategy in the NSS and so IT has not been properly harnessed to support data production and management processes;
- Inadequate Statistics Act and non-implementation of some provisions within the Act;
- Poorly equipped Statistical Training Centre and absence of Statistical library plus lack of link between Training Institutions and the CBS/NSS; and
- Poor record keeping hampering the development of administrative Statistics from records of administrative actions – Weak Management Information Systems across the MDAs and the States.

Opportunities:

- High data demand because of the requirement for managing for results and data support for planning, monitoring and evaluation of development frameworks nationally and internationally [Interim Poverty Reduction Strategy Paper (I-PRSP), Salvation Economic Programme (2011-2013); 2nd Strategic Plan (2012-2016); MDGs; and Sectoral Development Plans];
- The presence of high-level policy support for Statistical Development in Sudan plus strong political will for a paradigm shift for an effective National Statistical System;
- Extensive international support for statistical development in low-income countries through the activities of Paris21; Development Banks and other International organizations and donors;
- Availability of South-South cooperation in the African Region and Sub-regions plus the availability of International frameworks, programmes, Initiatives, body of best practices and international standards. Presence of regional programmes and activities such as the GDDS, International Comparison Programme for Africa (ICP-Africa) and those activities of the Statistical Commission for Africa (StatCom-Africa) and Africa Symposia for Statistical Development (ASSD).

Threats

- Internal conflicts could negatively affect census and survey programmes leading to incomplete coverage, poor data collection and lack of representative data nationally and for regions involved in conflicts;
- Poor state of the economy which could lead to limited funding of the NSS for Statistical development plus low prioritization attached to statistical production;
- Poor condition of service for the statistical personnel and sub-standard working environment might negate the rebuilding strategies for the NSS;
- Varying reporting requirements by donors that are not harmonized or aligned with the national reporting standards.

3.4 Role of Various Stakeholders in the NSS:

CBS is the central agency for statistical development in Sudan and is the hub for the NSS, serving as the coordinator and facilitator of the entire system. CBS is also the producer of mandatory statistics such as the National Accounts, Foreign Trade Statistics, Consumer Price Index (measuring inflation rate), Statistical Year book, and Sudan in Figures. It also produces non mandatory statistics as well through Censuses and sample surveys.

However, apart from the CBS, the other players in the production and use of statistics include:

- ✓ The Macro Economic Directorate of the Ministry of Finance and National Economy is a major user of data such as the GDP, CPI, Unemployment data etc;
- ✓ Poverty Unit of the Planning, Policies and Studies General Directorate of the Ministry of Finance and National Economy;
- ✓ National Population Council (General Secretariat);
- ✓ The National Strategic Planning Council responsible for the preparation of Vision for Sudanese Development (2007 – 2031) and component Medium Term Strategic Plans (2007 – 2011); (2012 – 2116); (2017 – 2021); (2022 – 2026) and (2027 – 2031) respectively;
- ✓ Federal line Ministries, Departments and Agencies (MDAs);
- ✓ MDAs at the State levels;
- ✓ Private Sectors ;
- ✓ Non-Governmental Organizations and Civil Society Organizations (NGOs & CSOs);
- ✓ Training and Research Institutions; and
- ✓ Development Partners.

3.4.1 Central Bureau of Statistics (CBS):

The mandate of the CBS more specifically, is to establish and maintain the NSS to ensure the collection, processing, analysis and dissemination of integrated statistical information and to act as a coordinating, monitoring, and supervisory agency for the NSS. Other responsibilities include:-

- ✓ Providing high quality national statistical information services on economic, social and environmental conditions of the people and be able to organize a framework of socio-economic statistical system of the country to guide policy processes;

- ✓ Promoting standards in the collection, processing, analysis and publication of statistics to ensure uniformity in quality, adequacy of coverage and reliability of the NSS and the sub-systems of the NSS;
- ✓ Providing guidance, skills development and other assistance as may be required by other producers, users and suppliers;
- ✓ Promoting cooperation, collaboration, coordination (particularly within sub-systems) and rationalization among users, producers and suppliers at national, sub-national and sectoral levels to avoid duplication of effort and also ensure optimal utilization of scarce resources;
- ✓ Promoting and being the focal point of cooperation with statistics users and suppliers at regional and international levels;
- ✓ Ensuring that a coordination arrangement is established for the Development Partners and Donors so as to effectively coordinate their inputs (technical assistance and funding) into the statistical development of the country;
- ✓ Ensuring that agreed standards and methods of data collection, processing/compilation, analysis and classifications are adopted and maintained;
- ✓ Sharing programmes across the NSS to maximize on the synergies and supporting other key stakeholders that may not be able to participate in the NSS; and
- ✓ Being the fulcrum of the NSS, facilitating, mobilizing, motivating, and re-orientating other component stakeholders (other producers at sub-system level, users, and suppliers of data).

3.4.2 The Macro Economic Directorate of the Ministry of Finance and National Economy (MoFNE):

Combine micro economic aggregates and presents the state of the economy of Sudan by doing further analysis of data obtained from the CBS, Bank of Sudan such as GDP and its distribution over real and service sectors, growth rate of the economy, CPI and inflation rate, unemployment data, BOP, ...etc

3.4.3 Poverty Unit of the General Directorate of Planning, Policies and Studies (MoFNE):

As coordinator in the preparation process of the Poverty Reduction Strategy Paper (PRSP) required data for the preparation; collaborates with the CBS in data updating through new surveys; facilitates the conduct of baseline surveys and surveys to generate monitoring data such as the Core Welfare Indicator Questionnaire (CWIQ)

Survey. The Unit has been involved in data use as well as facilitating relevant data production and building up information system for Poverty Indicators (database) as being generated by CBS and MDAs.

3.4.4 National Population Council/General Secretariat:

The National Population Council/General Secretariat (NPC/GS) is the national body responsible for formulation of population policy for Sudan, as well as the design of population programmes and plans. It is responsible also for coordination of implementation, monitoring and evaluation of the national population policy, programmes and plans. The NPC/GS now is coordinating the reporting process on the progress of MDGs with support from the UNDP which has been helping with building capacity for policy analysis; monitoring and evaluation, and coordination of the partners that include Ministry of International Cooperation (MIC), MoFNE, Ministries of Education (MOE); Welfare and Social Security (MWSS); of Health (MoH); CBS and the National Strategic Planning Council (NSPC). The Population Council works in Thematic Working Groups from the Ministries around the eight (8) goals of the MDGs.

CBS's role has been to validate the produced Indicators. In its last report, it was recommended that the National Population Council recognized the task that must be given top priority is boosting and strengthening statistical capacity to furnish reliable and accurate data that help to monitor, track and evaluate the performance regarding the MDGs progress.

3.4.5 The National Strategic Planning Council (NSPC)

Is basically a user of data and its role has been specifically submitting data requirements through an assessment of the needs of the development framework [Strategic Plans, Salvation Economic Programme (SEP)] and works with the NSS for their provision.

3.4.6 Producers, Users and Suppliers of Statistics

Other producers, users and suppliers of statistics in Sudan are varied according to their mandates and responsibilities. Line Ministries issue policies and make regulations, set standards, inspect, supervise, monitor and evaluate performance. These **Ministries, Departments and Agencies (MDAs)** at both Federal and State level are a key source of statistics arising out of administrative actions. **Civil Society organizations** along with **NGOs**, in performing their functions, produce and use data

and statistics to monitor programmes and for advocacy and awareness purposes, thus helping raising the profile of statistics in the Country. The **Private Sector**, on the other hand seeks for statistics to make sound investment decisions. The private Sector also produces data in their reports and they form important source of statistical information for surveys of establishments and enterprises. In addition, this source also feeds into the National Accounts Compilation. Here you have the Private sector serving as producers, users and suppliers of the statistical data within the NSS.

The **Media** help in raising the profile of statistics by using data to support their stories and by helping to regularly disseminate published statistics to members of the public. The media also supports statistical agencies in seeking for cooperation of the society in statistical surveys, censuses and statistical exercises.

The **Training and Research Institutions** play a role in statistical capacity development through training, using statistics and by participating effectively in data mining and analysis through policy related research and analysis. **Development Partners (Donors)**, for their part, provide funding and technical assistance. They also use statistics to identify sectoral areas that need financial and technical support and to monitor development reports.

In all these functions of the NSS stakeholders, the CBS has the burden of responsibility of mobilizing, motivating and re-orientating the other members of the NSS.

3.5 Current Coordination Arrangements:

The NSS is the system that brings together all key stakeholders and institutions in the field of producing, supplying and using data. It is also the system in which all stakeholders align their programmes and also keep set standards. CBS is the agency responsible to play the role of the hub of the system, coordinating, monitoring and supervising the NSS in Sudan, and ensuring that international and national standards are adhered to. However, as at now, the linkages within the NSS are inconsistent, informal and relatively weak. CBS, in spite of having it mentioned in the Act for it to coordinate the NSS work in the country, it did not establish formal coordinating bodies but currently maintains its relationship with data users and producers through operation of temporary mechanisms such as ad hoc committees,

taskforces, workshops and seminars. Lack of permanent statistical coordination mechanisms or bodies is a fundamental weakness of the NSS in Sudan.

There is no comprehensive common understanding of the actual implications of the activities of one sector with respect to others.

Nevertheless, there is consensus that coordination and collaboration among data producers and users is needed to:

- (i) Prevent duplication of effort and generation of inconsistent data
- (ii) Achieve cost-effectiveness in the utilization of scarce resources
- (iii) Avoid working at cross-purposes, and
- (iv) Produce higher quality data.

3.6 Data Demand:

While challenges for data supply side (production systems) have been well articulated and strategies for dealing with them reasonably developed, the data demand situation has not been adequately understood by the users and producers. Even though the system for data specifications of needs is very weak, it is not only important to clearly identify the needs for data in the existing development frameworks, but also necessary to recognize that new development initiatives will require data. Both the supply and demand sides must achieve a state of equilibrium. Similarly the issues of adequacy and timeliness of data must be addressed to ensure synchronization of supply and demand so that effective formulation, monitoring, and evaluation of policies and development outcomes could take place.

3.7 Main Data Types

The NSS is mandated to provide statistical information on the Economic, Social and Demographic and Environmental issues (Table 1 and Box 2) which are collected from different sources. On the basis of these statistics, key social and economic indicators (Table2) are generated by the NSS.

TABLE 1: MAIN DATA TYPES

Economic Statistics	Social and Demographic Statistics	Other Statistics
Macro Economic Statistics • GDP • Inflation rates • Imports and Exports • Monetary statistics • Balance of payment • Foreign Direct Investment • Domestic Investment • Foreign Aid Statistics • Microfinance Statistics • Insurance Statistics • Trade Statistics • Commercial Banking Borrowing • Treasury bills/Bonds • Government fiscal operations • Value Added Tax (VAT) Business and Revenue Statistics • Business Statistics • Value Added • Gross Output • Capacity Utilization (from survey) • Employment in Industries (from survey) • Producer Prices • Foreign tourists – arrivals and departures • Accommodation in establishment • Business Register Agricultural Statistics • Yield • Area • Input • No. livestock by type • Fish catch • Availability of markets • Agriculture extension services	Population Statistics Demographic Statistics • Infant Mortality • Child Mortality/U-5 mortality • Teenage Fertility • Maternal Mortality • Life Expectancy • Rates of HIV/AIDS infection • Incidences of malaria • Immunization • Nutrition • Poverty Statistics (uncompleted) • Gross Enrolment rate • Literacy level • Statistics of higher technical education • Pupil-Teacher ratio • Disability Statistics Employment and Unemployment • Economic activity rates • Size and composition of Labour force • Occupation • Unemployment rates X-Cutting Issues • Gender Issues	Environmental Statistics • Land degradation /Erosion rates • Deforestation statistics • Water and Sanitation • Meteorology data • Natural disasters • Wood fuel for consumption • Energy use and production • Wild life population Infrastructure Statistics • Transport and road statistics • Communications • Electricity tariffs • Housing statistics • Construction prices

Box 2: Key Economic Statistics Generated by the Sudan NSS

National Accounts Data:

CBS currently compiles Annual GDP estimates using SNA68. CBS has begun to implement SNA93 starting with two sectors namely, Government and Finance. National Accounts compilation utilizes information from several sources including the CBS. Virtually all the information sets generated by CBS are inputs in national accounts while, information is also collected from other agencies, and institutions within the NSS or posted to CBS through electronic mail.

Value Added Tax (VAT):

Value Added Tax (VAT) is the tax imposed on consumed goods and services at the point when produced and traded and also on the Value of imported goods and services at the point of custom clearance. This tax is equal to 15% of the value of such goods and services. VAT data is obtained monthly from defined business entities. There is need for improvement in the collection of VAT data to ensure completeness.

Government Finance Statistics (GFS):

Government Finance Statistics are collected from central government ministries and states. The information collected is a major input to the GDP using expenditure approach.

Consumer Price Statistics (Inflation Measure):

CBS collects prices of consumer goods and services from Urban and Rural areas of all States (15 States). From each State there are two Urban areas and two Rural areas for computing inflation rates and disseminated on the first week of the following month. The Price Survey also provides Consumer Price Index (CPI) that better reflects price movements for the mode of living levels as well as rural and urban prices. Rebasing of the CPI from 1990 and 2007 base was done using the Quick Household Surveys (QHS) which was conducted in 2007.

Trade Statistics:

CBS is responsible for the compilation of external trade statistics. The Customs Administration is the source of trade data. Asycuda System has been introduced at most Customs Offices in Sudan, since 1992 for processing of customs trade documentation. The Eurotrace System has been installed at CBS, since 1996, for compilation and processing of external trade statistics data. The CBS produced the Annual Report which contains yearly statistics on exports, imports and re-exports by commodity, division, chapter and country. It also produces Sudan Foreign Trade Statistics Summary produced on annual basis. The report usually includes trade balance, exports of petroleum and petroleum products and non-petroleum products, summary of export and import commodities and trade balance by country groups.

Producer Price Index (PPI):

CBS conducted Industry survey in the year 2010 for the data on 2009 covering all Sudan. Now CBS has established weights for the manufacturing sector. CBS collected producer prices (factory gate prices) quarterly since 2009 from a sample of manufacturing establishments located in different parts of the country and undertaking manufacturing activities as classified by International Standards of Industrial Classification (ISIC) Rev.III. Price information is available to compute the Producer Price Index for Manufacturing (PPI-M). There are intentions to expand the PPI to cover other sectors such as Agriculture, Mining, and Quarrying.

Energy, Building and Construction:

Energy statistics cover statistics on electricity supply and generation from Ministry of Electricity and other energy statistics mainly produced by the Ministry of Energy and Mineral Resources. The other forms of energy statistics are collected through household surveys and censuses. For Building and Construction CBS used indirect method to estimate activities in this sector.

Balance of Payment (BOP):

The Central Bank of Sudan compiles BOP using data from following: the Customs, the Ministry of Finance, Tax Authority, and Hotels. BOP data is one of the inputs for GDP estimation. In addition the Bank periodically collects data on Commercial Bank Reserves (Bank Monetary Survey).

TABLE 2: Some Economic and Social Indicators/Statistics Reports produced by the NSS

Central Bureau of Statistics (CBS)

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	National Accounts Folder	Key National Accounts Indicators	Annually	June 2011
2.	Annual National Accounts Report	GDP and other economic indicators	Annually	2006 - 2008
3.	Compendium of Foreign Trade Statistics	Trade balance, summary of exports and imports, indicators on key partners in terms of exports and imports	Annually	2000 - 2010
4.	The Statistical Year Book	Socio-economic and demographic data embedded in 20 topic-oriented chapters, classified by State. Each issues contain data on the specified chapters for three years an item.	Annually	2009
5.	The CPI	Consumer Price Indices on consumer basket item	Monthly	February 2012
6.	The Annual CPI	Consumer item price movements and consumer price indices and changes thereof (Inflation Rate)	Annually	February 2012
7.	The Consumer Price Index		Annually	March 2012
8.	The International Price Comparisons (IPC)	Data and Indicators	Annually	
9.	The National Population and Housing Census Report	Data on socio-economic and demographic structure of the population besides data on the housing conditions	Every 10 years	2011

Central Bank of Sudan (CBOS)

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	The Economic and Financial Review	1) The Foreign Sector: includes the balance of payments, drawings and disbursements of loans and grants, current invisible accounts, the position of the public sector loans, Trade and payment Treaty with Egypt, exports, imports, exchange rate, foreign currency transactions. 2) The Financial sector: includes the consolidated balance of commercial banks, The Central Bank of Sudan Budget, Analysis of bank deposits, flow and monitoring of bank financing, profit margins of Islamic Murablaha business transactions, Bank of Khartoum Stock Trading Transactions, money supply and factors effecting thereof, the monetary base, Shamam and Shahama securities, price index numbers and inflation rate, stock market operations, returns curve 3)	Quarterly	September 2011
2.	Statistical Bulletin of Foreign Trade	1) Balance of Trade 2) Export and Imports classified by commodity, partner country, quantity, and value.	Quarterly	September 2011

3.	The Sudanese Economy in Figures Folder	Economic indicators, money supply, balance of payments, GDP, stock market and the public finance sector, banks and currency exchange companies	Annual	2011
4.	The Economic Bulletin	Money supply, balance of payments, bank deposits, flow and balance of financing	Twice a Month	February 2012
5.	Daily Exchange Rate	Daily Exchange Rate of Dollar and Euro	Daily	Daily
6.	The Periodic Economic Bulletin	The World Economy and Sudan foreign trade partners, the performance of key economic indicators of the Sudanese economy, inflation, money, supply, exchange rate and foreign currencies market, the performance of bank financing, the position of the foreign sector and the movement of the foreign trade, gold and other materials, open market operations		
7.	The Annual Report of the Central Bank of Sudan	The key economic development of the ending year, policies of the Central Bank of Sudan, GDP, production, money, supply, banks and financial institutions, the Government's financial position, foreign trade, balance of payment, foreign loans and grants, General accounts of the Central Bank of Sudan.	Annual	2011
8.	The Annual Report of Sudan of Sudan's Foreign Commitments	The position of Sudan's foreign debts	Annual	2011

Ministry of Animal Resources & Fisheries

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	The Statistical Magazine	Statistics on animal resources in terms of number, production, export and contribution in GDP	Annual	Issue No 20 for the year 2010
2.	Reports	General Information and statistics produced by the issuing department	Monthly, Quarterly, Annual	2010
3.	The Economic Bulletin	Export statistics	Monthly	2011

Ministry of Labour

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	The Sudanese National Civil Service Journal	A scientific research-oriented periodical concerned with civil service issues	Quarterly	February 2012

Ministry of General Education

S.No	Name of Publication	Data Item	Periodicity	Latest Issue
1.	The Annual Report	✱ Quantitative data ✱ Statistical data ❖ State's Target figures (by different programs) ❖ Numbers of Registered Centres in states – (by different programs) ❖ Number of people registered in Centers in all states (by different programs) ❖ Number of Teachers in Centers in all states (by different programs) ❖ Students Performance (by different programs)	Annual	2011

Ministry of Finance & National Economy

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	Economy Display Book	❖ Economic Data Structure ❖ Payments Features ❖ The General Budget ❖ The Financial Performance of the Budget ❖ The Banking System	Yearly “ “ “ Yearly	2010
2.	Economic Bulletin	❖ Growth Rates and Inflation ❖ Exchange Rate	Monthly	2004
3.	The General Budget Book	❖ Estimates of Revenue ❖ Estimates of Expenses ❖ Estimates of Development	Yearly	2012
4.	Development Credits Book	❖ The Annual Appropriation for projects	Yearly	2006
5.	Estimates of Macroeconomics Performance	❖ Economic Data	Quarterly Bi-Annual Annual	2010
6.	Withdrawal and payments Reports (from Finance Loans and Grants)	❖ Flows of Withdrawal and Payments (from Foreign Loans)	Quarterly Bi-Annual Annual	2010
7.	Purchase and Contracts Reports	❖ Financial & Economic assets (in the country) ❖ Government procurement ❖ Consumables Surplus (in the country)	Quarterly Bi-Annual Annual	2010
8.	Financial Progress Report	❖ The General Budget Performance	Quarterly Bi-Annual Annual	2011

Ministry of Industry

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	2003 National Industrial Statistics	Employees; composition, capital outlay, capacity utilization, production outputs etc	Irregular	2005

Ministry of Interior

SN	Name of Publication	Data Item	Periodicity	Latest Issue
1.	The Social and Criminological Research Journal	Social and Criminological articles	Quarterly	
2.	The Police Magazine	Information and Public Relations	Monthly	
3.	The Humanities Journal	Humanities	Monthly	
4.	The Medical Science Journal	Health and Medical articles		
5.	Human Rights Publications	Human Rights Issues	Quarterly	
6.	Law and Order Instructions	Instructions and Administrative issues	Annual	
7.	Administrative, Criminal and Technical Report	National Administrative, Criminal and Technical Reports	Monthly, Quarterly Annual	
8.	The Annual Criminal Report	Data on all Types of crimes committed during the last year		

3.8 Sources of Data:

MDAs including the CBS obtain data through censuses, sample surveys, administrative records, and qualitative/Participatory measurement studies. The Poverty Reduction Strategy Team collaborates in such Qualitative/Participatory measurements with CBS/MDAs in order to fully understand the quantitative Indicators of Poverty. While there are yet other, specialized studies being carried out by other bodies to complement the statistical programmes of the CBS and the MDAs. The key censuses include the Census of Population and Housing, Census of Agriculture and of Livestock, Schools census and Census of Businesses.

The main sample surveys undertaken in Sudan include:

- ⇒ Two Comprehensive Household Income and Expenditure/Consumption Surveys in 1967 and 1978
Respectively providing data for compiling the weights for Consumer Price Index and the Household Final Consumption expenditures;
- ⇒ Sudan Fertility Survey of 1979
Providing data on demographic characteristics and specifically on Nuptiality, Fertility, Mortality, knowledge and use of contraception, preference for number and sex of children including background information on education, pattern of work;
- ⇒ Demographic and Health Survey of 1989/90
Produced data on demographic characteristics and health issues. The specific variables were similar to those of the Sudan Fertility Survey of 1979;
- ⇒ Migration and Labour Force Survey (1990) and recent Labour Force Survey (2011) With data on Education, Internal Migration, International migration, Labour force structure (occupation, industry, employment status, size etc), employment and unemployment, number of working hours, labour force returned from abroad including background information on age and sex;
- ⇒ PAP CHILD SURVEY (1993)

⇒ Safe Motherhood Survey (1999)

Collected data on marital status and age at marriage, outcome of pregnancy, family planning, maternal care, obstetric complications, reproductive health problems, Infant, Child and maternal mortality, child feeding practices, female genital mutilation, knowledge of sexually transmitted diseases, plus background information on age, sex, educational level and school attendance, housing characteristics and ownership of durable goods;

⇒ Multiple-Indicator Cluster Survey (MICS) 2000

The data items collected included: Infant, U-5 and maternal mortality, Education, water and sanitation, child malnutrition, Immunization, HIV/AIDS prevalence, Reproductive health, housing characteristics, ownership of (durable goods; agricultural land and livestock) along with child data items (child rights, birth registration, child labour, female genital mutilation and child disabilities);

⇒ Social Services Survey (2003)

With the survey collecting data on schools, teachers, supporting staff, health institutions, physicians and other health workers, water supply with background information on age, sex and place of residence (urban/rural);

⇒ Comprehensive Industrial Survey (2003)

Covered big establishments (10+ employees) and small establishments (<10 employees) and asking for composition of the employees, inputs (goods and services) and outputs (sales and change in stock); compensation of employees, Indirect taxes, capital formation (buildings & equipment) and classification of industry according to ISIC-3;

⇒ Household Health Survey 2006 and 2010

Data items collected included water and sanitation; Infant, Child and Maternal mortality; Immunization coverage; Education; Child Rights (birth registration, early marriage); reproductive health; HIV/AIDS infections; Female Genital Mutilation (FGM); chronic diseases; and food security. Background information consisted of household characteristics and individual characteristics (interviewed females and children);

⇒ Quick Household Consumption Survey (2007)

Collected information on consumable goods and services and non-consumable items as expended upon by households – both quantity and value, either paid for or coming from own production or gifts received by the households. Background characteristics such as place of residence (urban and rural) and age/sex of the household heads were as usual collected. The data was to update the weights for consumer goods and services;

⇒ The National Baseline Household Survey 2009

This survey covered several subjects ranging from migration to education, labour force, housing, livelihood and assets, transfers to households, cash/credit/savings/stock, consumption, agriculture, and income etc. It was indeed to give baseline information on several subjects and also to measure poverty. The Interim PRSP was based on the information derived from this survey (NBHS);

⇒ Sudan Household Health Utilization and Expenditure Survey (2009)

Collected data on health expenditures and the utilization of health care. The cost of receiving treatments abroad by Sudanese is also part of expenditure on health being collected. Background information included socio-economic characteristics and cultural beliefs of the study population;

⇒ Labour Force Survey (2011)

The data collection of the survey has just been concluded and the questionnaires are waiting to be processed. It obtained data on population in the labour force, in-and out-migrants within the country and immigrants and emigrants as at 2006 with respect to Sudan, household income, housing characteristics apart from demographic and social characteristics of the household as part of the background information.

These surveys were conducted either solely by the CBS or in collaboration with relevant line Ministries, Departments and Agencies (MDAs). These then are the surveys conducted by the NSS.

As remarked already CBS continues to produce mandatory statistics conducting additional surveys such as the price surveys and sourcing data from already conducted surveys, censuses and from administrative statistics being produced by

the MDAs and from company reports plus surveys of commercial banks being conducted by the Bank of Sudan (Sudan's Central Bank). The mandatory statistics include GDP Statistics, growth rate of the economy, Foreign Trade Statistics (FTS), Consumer Price Index (CPI), Population and Housing Census Figures, Statistical Year Book (SYB) and Sudan in Figures.

Some of the inputs into the production of these mandatory statistics come from administrative statistics and these are compiled from administrative records. Administrative records are usually generated and kept in registers or in completed forms through administrative action or regulatory processes. Examples of such records include Immigration forms (arrival/departure forms), population registers, register of companies as kept by the company registry, tax records, register of in-and out-patients in hospitals, registration of vital events (births, deaths, marriages, divorces) customs' bill of entry, employment notices and vacancies as kept in the Labour registry etc. Many of these records tend to be consistently incomplete and poorly managed resulting in low quality statistics.

The Qualitative/Participatory measurement approach collects information from focus group discussions (group that has not been selected with known probability) using unstructured questionnaires in addition. Information obtained from these qualitative approaches can help users better understand and interpret quantitative estimates from probability sample surveys. Yet another source of compiling statistics is through specialized surveys which are usually conducted by research outfits, some specialized agencies to supplement information from more elaborate surveys and censuses.

All these sources and approaches all combine to build a national information system for Sudan.

4.0 Vision, Mission, and Core Values of the NSS

4.1 Vision of the NSS

The future NSS of Sudan shall rank among the best globally with well mainstreamed statistical sub-systems thus creating an integrated and efficiently coordinated National Statistical System (NSS).

4.2 Mission of the NSS

The mission of the Sudanese NSS is to evolve a NSS that is a key National Infrastructure as an Asset required to build a sustainable National Integrated Information System for Sudan supporting results-based development agenda and promoting democracy and good governance.

4.3 Key Core Business of the NSS

In order to fulfill the mission of the NSS, the following shall be the core business (key success factors of the NSS):

Production and dissemination of Social Statistics

The range of social statistics will include statistics and Indicators on population and demography, migration and vital statistics, gender statistics, labour and employment statistics, culture statistics, education statistics, health statistics, geo-information and poverty statistics;

Production and dissemination of Economic Statistics

These are national accounts (macro-economic aggregates), finance and external transaction statistics, Price Statistics, Foreign Trade statistics, manufacturing, building & construction and distributive trade statistics; statistics on business, agriculture including livestock and fisheries statistics.

Production and dissemination of Other Statistics

Covering environmental statistics, land degradation/erosion rates, desertification Statistics, water and sanitation, meteorology data, natural disasters, wood and fuel consumption, energy use and production, infrastructure statistics to include electricity generation, communications etc;

Provision of Professional Statistical Services

To include technical advice on survey methodology and sampling; data processing, surveys implementation for other bodies outside the NSS and performing special tabulations and analysis for users of data; Re-engineering the System of Administrative Statistics (SAS) for the entire NSS.

4.4 Core Values and Principles

Apart from basing and aligning of the Fundamental Principles of official Statistics, all stakeholders within the NSS shall adopt and cultivate plus being guided by the following sets of values and principles:

- **User-friendly:**
Users are the reason for the NSS being in Statistical production business. Therefore the NSS shall be user-demand compliant in responding to user needs and priorities.
- **Integrity:**
The NSS shall remain objective and apolitical in the analysis and interpretation of produced data and also be impartial in the release of statistics. For that reason, the NSS will strictly follow prepared advance release calendar.
- **Supplier-Motivation:**
The NSS shall have a programme for the motivation of suppliers of statistics to secure their cooperation and in addition design programmes in a way to avoid inflicting response burden on the suppliers of data.
- **Quality:**
For the NSS to be respected and be relied upon for giving quality service, its statistical products must pass the tests when subjected to the dimensions of quality of timeliness, consistency, completeness, coherence, reliability, and relevance under the Data Quality Assessment Framework (DQAF). For continuous improvement in quality of products and services, NSS will embrace the principles and practices of Total Quality Management (TQM).

- **Efficiency:**
Since efficiency is a guarantee for success, the NSS shall promote efficiency by encouraging teamwork, networking, cooperation, motivation, innovation, and cost-effectiveness within the NSS.
- **Sustainability:**
NSS must focus on achieving sustainability of its services by ensuring stability of staff and funding processes of its operations.
- **Professionalism:**
High level professionalism must be brought into the production of statistical outputs using internationally acceptable methods, procedures, and practices so as to retain stakeholders' trust in official statistics.
- **Confidentiality:**
In order to retain the trust and confidence of the suppliers of data, individual data submitted by respondents, whether they are natural or legal entities, shall be treated confidentially throughout the process of compilation and presentation and must be used exclusively for Statistical purposes as required by the Statistics law.
- **Regulatory Framework:**
The NSS shall, at all times, respect the laws, regulations and measures underpinning the production processes and should ensure that the provisions of the Act is made public in line with the Fundamental Principles of Official Statistics.
- **Effective Coordination:**
Is a critical value that must be upheld in statistical production, management, and dissemination by the NSS in order to achieve synergy and efficiency of the system.
- **Accountability and Transparency:**
NSS shall strive to promote accountability to the public through provision of reliable and relevant data and to ensure transparency in the data production processes

- **Standardization of process:**
The process of generating statistics should follow set down standards as already developed internationally such as the Fundamental Principles of Official Statistics and the African Charter on Statistics to mention only a few of them; and the choice of sources of data (surveys, censuses, and administrative records) should be based on quality, timeliness, and cost.

5.0 STRATEGIC FRAMEWORK

The basis of the development of Strategic Framework:

Through a thorough situation analysis of the National Statistical System, it was established that the system is being faced with a number of challenges which have to be addressed for the NSS to achieve its vision and accomplish its mission. Some of these challenges are:

- Coordination has either been absent or ineffective across the NSS, within the sub-systems and at the Federal Level operations with the states;
- Institutional and organizational inadequacies at the CBS, MDA and State levels of statistical administrations;
- There is Infrastructural deficiencies across the NSS;
- Data development/overall data production process has been inconsistently and irregularly addressed leading to poor data delivery with inadequate data quality and lack of reliable data time series;
- Lack of resources to prosecute statistical programmes even when they are prepared;
- Low profile for the importance of statistics;
- Low statistical capacity to prosecute statistical programmes of the NSS;
- Absence or little data analysis with the consequences of low data use by key data users;
- Poor data dissemination practices within the NSS including absence of operational databases; and
- Inadequate legal framework to underpin the work of the entire NSS plus inadequate implementation of key provisions of the 2003 Statistics Act for the Central Bureau of Statistics (CBS).

The NSS needs to remove these challenges adopting some strategies under a number of strategic objectives while our strategic goals embrace the central thrusts and performance areas which the NSS must pursue in order to achieve its vision and accomplish its mission. The following strategic objectives are considered for the NSS in Sudan:

- ✓ Mainstream the statistical sub-systems into the NSS so as to achieve more efficient use of resources;
- ✓ Improve the statistical information base both in contents and quality;
- ✓ Build sustainable capacity for data production, management and use;
- ✓ Raise the public profile for statistics;
- ✓ Provide guidance, develop skills and provide other assistance that may be required by users, providers and producers of statistics;
- ✓ Promote cooperation, collaboration, coordination and rationalization among users and producers of statistics at both the Federal, MDA and State levels in order to prevent duplication of effort; and
- ✓ Promote and support results based management and policy making informed by evidence (data) as may be retrieved from operational databases.

Ten Strategic goals have then been derived from the identified challenges facing the NSS which will facilitate the attainment of the NSS Vision and what has to be done at different levels as necessary to produce the desired impact on the NSS. They cover areas of advocacy, organizational and institutional development, human resources development and management, infrastructural development, information technology development, surveys and censuses programme, strengthening System of Administrative Statistics (SAS), data dissemination policy and plans (including data accessibility) and statistical auditing. These strategic goals were thus formulated as follows:

1. Statistical Advocacy for raising the public profile for Statistics so as to bring about increased demand for and use of statistics and simultaneously improving investment for data production and supply.
2. Organizational and Institutional Development to improve regulation, performance, coordination, and visibility.
3. Human resource development and management in terms specialization mix, number and skills to produce, supply and use statistics both efficiently and effectively.

4. Physical and Statistical Infrastructure Development for efficient and effective production and dissemination of statistics plus service delivery.
5. Harnessing information technology for statistical development through appropriate policies and plans for IT Architecture, hardware and software and training.
6. Data development and management techniques for data production, storage and dissemination tasks across the entire NSS with appropriate statistical programmes (of surveys and censuses).
7. Improvement and coordination in the System of Administrative Statistics (SAS) across the NSS.
8. Data Dissemination Policy and Plans to ensure data products reach all categories of users in the most user-friendly formats.
9. Coordination of censuses and surveys.
10. Statistical Auditing to ensure compliance with the Fundamental Principles of official statistics towards developing a body of official statistics.

5.1 Strategic Goal 1: Promote Statistical Advocacy

Expected Outcome: There will be high profile for statistics leading to improved demand for and use of statistics plus substantial investment for statistical production in a sustainable manner. Another desirable outcome is greater numeracy in the society arising from statistics being taught at the schools level so that there is common sense approach to the use of data in supporting simple decision making and a judicious understanding of widely used concepts such as mean, median, percentages, rates and ratios. The overall consequence of these is in creating a knowledge-based information society.

STRATEGIES

Main strategies to achieve this stated outcome are:

- ⇒ Making the general case for statistics as a necessary part of an enabling environment improving development outcomes (i.e. that statistics are needed to inform the process of government, promoting accountability, transparency, good governance, democracy and to manage for results), facilitate better policy and decision making and hence more effective allocation of resources for development agenda and poverty reductions;

- ⇒ Demonstrating the use of statistical data for decision making at sectoral level by showing how policy makers can use data to improve policy development and in day-to-day management;
- ⇒ Emphasizing the role of statistics in supporting private sector investment and in promoting the development of effective and efficient markets;
- ⇒ Making a case for specific statistical activities;
- ⇒ Mobilizing national and international resources for statistics and promoting coordinated investments in the development of statistical capacity;
- ⇒ Introduce statistics into educational programme at school levels (primary and secondary);
- ⇒ Establish statistical advocacy programme in Sudan.

Specific Actions

- SG 1.1** Develop and mount statistical awareness programmes in order to create a numerate and literate society;
- S.G 1.2** Introduce statistics education at schools level as a policy of government in Sudan;
- S.G 1.3** Develop guidelines for the CBS for building media relations;
- S.G 1.4** Facilitate statistical information sharing at national, regional and international levels;
- S.G 1.5** Create awareness about the crucial roles of statistics in governmental process targeting Ministers, Under Secretaries, Directors General and Directors in awareness workshops
- S.G 1.6** Re-orientating and building the capacity of the media in Sudan to:
- bring about awareness of all statistical activities of the NSS and their values to society;
 - give realization to the private sector, sectoral managers and state authority on the values of statistics in their various tasks;
 - make the case for national and international investments resources for the development of statistics in a coordinated manner;
 - use data to support their reportage and in disseminating statistics to the wider society.

5.2 Strategic Goal 2: Organizational and Institutional Development

Expected Outcomes: With organizational and institutional development, NSS operates efficiently and meets both national and international statistical needs when

legal framework is reviewed to cover the NSS , institutional restructuring at the CBS and at the MDA and State levels, coordination arrangements are streamlined while exploring the possibility of operating a common statistical service for the NSS.

Specifically the following are focused upon, namely:

- ⇒ Rather than having a Statistics Act for the CBS alone, there is need to have a comprehensive regulatory framework that guides the production, dissemination and use of official statistics where the law defines the roles of, and guides the mandates of the different players in the NSS. The law must incorporate the Fundamental Principles of Official Statistics that demand impartiality, objectivity, independence, transparency, integrity, confidentiality and the use of sound methodology and established standards in statistical operations with appropriate sanctions for non-compliance with the principles entrenched in the law;
- ⇒ Promotion of professionalism
- ⇒ Cost effectiveness in statistical production through sharing of human resources, skills and infrastructures (physical, statistical and ICT);
- ⇒ Improved career prospects for all statistical personnel;
- ⇒ Better prospects for training and professional advancement for statistical staff;
- ⇒ Enhanced data quality particularly of administrative statistics through technical back-stopping arrangements; and
- ⇒ Better collaboration across the NSS on administrative data compilation, surveys and censuses programmes.

STRATEGIES:

These shall be:

- ⇒ Comprehensive review of the 2003 Statistics Act to cover the Statistical operations within the NSS setting out the responsibilities, rights and obligations of the components of the NSS-MDAs, States, User and Suppliers of data, Research Institutions and Training Centres etc and it shall be called The Statistics Act;
- ⇒ Legally providing for and establishing a common statistical service to facilitate technical and process coordination across the NSS with respect to data generation, data flow and exchange among the NSS components and make provision within the law for its technical management by the CBS;
- ⇒ Harmonizing and streamlining existing laws guiding data generation of other agencies so that they are consistent and non-conflicting with the NSS Statistics Act;

⇒ Develop statistics outfits (units, sections, divisions, departments) as thought appropriate in the various MDAs and appropriately located within the Institutions.

Specific Actions:

- S.G 2.1** Review and revise the 2003 Statistics Act to cover the establishment and mandate of the NSS and ensure that the new Act supersedes other laws with respect to statistics;
- S.G 2.2** Restructure the CBS to incorporate its functions with respect to the proper running of the NSS – namely General Directorate of Coordination, General Directorate of Field Organization, Research, Development and Standards and another General Directorate for the Improvement of the System of Administrative Statistics in the NSS as well as a Directorate for International cooperation and relations;
- S.G 2.3** Restructure MDAs in order to establish high level separate outfits for statistics that are uniform across the board;
- S.G 2.4** Build internal coordination arrangements in each of the CBS and MDAs;
- S.G 2.5** Establish a statistical basket fund with input by government, international donors, national donors and the private sector;
- S.G 2.6** Establish standing committees to handle technical and programme coordination issues in order to bring about appropriate data production processes;
- S.G 2.7** Develop a Concept paper on establishing the common statistical service which will be managed technically by the CBS and administratively by the sector authority (MDAs Undersecretary). This kind of arrangement will better be guided by a contractual agreement between the MDA authorities and the CBS.

5.3 Strategic Goal 3: Human Resources Management and Development

Expected Outcomes: Availability of needed human resources for the NSS of accepted composition and mix and adequate in terms of number and skills (high caliber, well-qualified staff with requisite knowledge), well motivated for the overall production, supply and use of statistics efficiently and effectively. Presence of users that have been empowered in data handling, access and use of data from statistical reports and existing databases for the tasks of planning, monitoring and evaluation and for policy formulation.

STRATEGIES:

- ⇒ Developing policies and procedures with respect to staff matters covering recruitment, promotion/advancement, postings and transfer, reporting lines, trainings, leave matters and conditions of service;
- ⇒ Developing and implementing a NSS-wide strategy for human resources management;
- ⇒ Establishing job profiles by function and corresponding salary scales and standard career paths for each profile;
- ⇒ Defining and setting up a system of internal promotion and merit based remuneration;
- ⇒ Preparation of proposal for a negotiated enhanced salary and allowances for statistical workers for government considerations;
- ⇒ Training of producers of data, trainers, managers, disseminators, IT staff and the leadership of the NSS for better managerial and organizational skills;
- ⇒ Training and re-orientating key data users, the MDAs through workshops, computer aided training, attachment trainings and on-the-job learning;
- ⇒ Develop a linkage with the training institutions/centres including Research Centres in Sudan working with them to expand and align statistical training programmes to the needs of the NSS with respect to data production, National Strategy for the development of statistics including emerging statistical issues;
- ⇒ Supporting the Sudanese Statistical Society, CBS Retired Staff Association, and other relevant Associations in updating their members and also in publishing journals that enhances the skills of their members.

Specific Actions:

- S.G 3.1** Develop and implement a framework for human resources management;
- S.G 3.2** Establish a taskforce working with a consultant:
 - To prepare job profiles by function along with corresponding salary scales and outlined career paths;
 - Set up a system of internal promotion and merit based remunerations;
- S.G 3.3** Develop and implement training programmes for the improvement of all categories of statistical workers to cover general management; conduct of induction courses, short refresher courses, post-graduate courses, analysis and report writing and short courses on survey management including sampling. Trainings could also be through

study tours, attachment to agencies, attendance at professional seminars and workshops.

S.G 3.4 Incorporate training on policy and development frameworks in the curriculum of Training Institutes/Centres and have CBS and the Training Institutes collaborate in implementing the curricula which is relevant to the NSS work and skills requirements.

S.G 3.5 Design and implement joint NSS/Strategic Planning Council & Poverty Unit of MoFNE to empower main users to appreciate how to handle data, access data and use & interpret data from statistical reports and existing databases for policy analysis and planning;

S.G 3.6 Support Sudanese Statistical Society in publishing refereed journal papers and to organize continuous education workshops for members;

S.G 3.7 Liaise with policy makers in identifying priority research agenda to inform government policies and arrange collaboration with other partners in implementing the research agenda.

5.4 Strategic Goal 4: Infrastructure Development

Expected Outcomes: The challenge is that the CBS, MDAs and the States lack adequate physical, statistical and ICT infrastructures and with the provision of these infrastructures, there will be better efficiency and effectiveness in the production and dissemination of statistics. Only a few of the MDAs has adequacy of some of the infrastructures. A better working environment enhances performance.

STRATEGIES:

- ⇒ Improvement in physical infrastructure across the NSS;
- ⇒ Development and Preparation of Statistical Infrastructure across the NSS;
- ⇒ Renewal/Replacement of IT Infrastructures and development of replacement policy and plans for the NSS;

Specific Actions:

S.G 4.1 Physical Infrastructure:

These include Buildings, office space, sets of office equipment (photocopiers, scanners, fax machines, furniture, carpets, air conditioners, fans, file cabinets and storage racks/cupboards, wall clocks, fridges, curtains etc) etc:

- The CBS has very inadequate office buildings both at the headquarters and State Branch offices with the headquarter offices scattered over four locations in Khartoum. A state-of-the-art headquarter building must be built for the CBS and appropriate office buildings built at State Offices where offices have been rented (there are only 6 branch offices with own building out of 17 States). Even those States with buildings of their own have inadequate buildings and may have to be remodeled and renovated. The buildings so constructed should also be appropriately equipped.
- The sets of office equipment listed above are all old and all should be replaced.
- Most of the MDAs are in poor state of environment except one or two (Bank of Sudan and Ministry of Industry); therefore the other MDAs should be allocated with adequate office space in their main ministries and be adequately equipped.

S.G 4.2 Statistical infrastructures

These include:

- Statistical Registers (Business register), Frame of geographic Enumeration Areas (EAs), Compendium of definitions, concepts, methodologies, classification manuals, guides to specific surveys, manuals for data collectors and supervisors, Meta data for produced statistics etc. Develop and implement a programme for preparing or updating or acquiring them and managing them;
- Vehicles and survey equipment have to be supplied in adequate number in order to support the survey works;
- Develop and maintain a National Master Sample Frame for prosecuting household surveys programme resting on a developed National Integrated Household Survey System;
- Maintain Geographic Information Systems for Statistical mapping. Continue to digitalize EAs and State/local authority boundaries and setting standards and protocols for GIS data collection and exchange by different data producers. Finally set up a national GIS data repository providing users with access to all available layers of geographic information;
- Establishing a Field organization as facility for the NSS with State branch offices, field/district offices with adequate ICT facilities and core field staff with appropriate training;

- Apart from updating the Business Register, develop linkages to sub-registers like VAT, Custom, Company registers and labour/employment register and making the business register accessible to users in the NSS and outside the NSS;

S.G 4.3 ICT Infrastructure:

Include: computers (PCs and laptops, printers, network equipment, IT accessories, LAN, WAN, Internet facilities, software packages etc.

- CBS and practically all the MDAs of the first phase apart from the Bank of Sudan and the Ministry of Industries are operating with old computers and printers; inventory of their needs will need to be compiled and computers/laptops, printers, internet facilities, appropriate software packages, network equipment will need to be supplied in adequate quality and number.

5.5 Strategic Goal 5: Harnessing Information Technology for Statistical Production process

Expected Outcomes: The IT strategy will improve IT usage in data production. Normally IT strategy covers IT architecture, hardware and software and training policies and plans which will help to harness the IT facilities. It describes the steps required to improve IT usage in the data development industry and identifies minimum standards for the IT infrastructure required for each sector of data productions.

STRATEGIES:

Developing the standards and infrastructure for supporting more effective use of IT to promote high quality data and reduce management costs;

- ⇒ Facilitating access to broadband technology to players of the NSS to ease access to data/information through the web or online;
- ⇒ Developing internal sharing channels to improve data/information sharing within the MDAs;
- ⇒ Designing and developing a web based but exclusive platform (Extranet) for data/information and knowledge sharing.

Specific Action

- S.G 5.1** Development and implementation of standards and infrastructures to support more effective use of IT to enhance data quality of produced data with reduced management cost;

- S.G 5.2** Install Internets and extranets for the entire NSS to facilitate coordination, communication and exchange of information;
- S.G 5.3** Promote access and sharing of data to increase its utility;
- S.G 5.4** Create and maintain an NSS website to facilitate communication and sharing of information.

5.6 Strategic Goal 6: Data Development and Management

Expected Outcome: Through data development and management, data production becomes cost-effective; using sound methods produces high quality data and statistical programmes synchronized and data prioritization achieved within various levels of needs, namely: national, sectoral and sub-national including mandatory statistics requirement.

STRATEGIES:

- ⇒ Identifying data gaps in all areas of data production – agricultural, Economic, Social environmental;
- ⇒ Strengthening the existing data systems, namely System of Administrative Statistics (SAS), similarly known as Management Information Systems (MIS), Sample Survey System and censuses;
- ⇒ Exploring new survey system;
- ⇒ Ensuring data disaggregation at sub-national (state) level and by other important domains such as gender, economic activity, population subgroups etc;
- ⇒ Adoption of participatory approaches in obtaining qualitative measures that are useful in data interpretation;
- ⇒ Improving data analysis and using the Geographic Information Systems (GIS) technique to present data spatially.
- ⇒ Strengthening coordination mechanisms for inter-agency data production processes and technical coordination on the establishment and implementation of standards and methodologies across the NSS.

Specific Actions:

- S.G 6.1** Carry out data needs assessment along with an inventory of data available to identify data gaps in all sectors and in such areas as agricultural statistics, industry statistics, informal sector statistics, full implementation of SNA93, Quarterly GDP, Distributive trade, Building and Construction statistics etc;

- S.G 6.2** Strengthen existing MIS (EMIS, HMIS) and develop new areas of administrative statistics, Civil Registration and Vital Statistics Systems;
- S.G 6.3** Develop systems and techniques for institutionalizing the production and use of statistics at sub-national level;
- S.G 6.4** Engender Statistics;
- S.G 6.5** Adopt the use of participatory approaches to obtain qualitative data which will be useful as an information source in itself but also to complement quantitative information for meaningful interpretations;
- S.G 6.6** Explore the possibilities to combine sources and synchronize programmes in order to minimize the costs of data collection;
- S.G 6.7** Identify national and sectoral programme requirements including mandatory statistics needed for the management of the economy, policy formulation and monitoring and evaluation;
- S.G 6.8** Establish sectoral databases and state databases that store all the statistical outputs and ensure that data are accessible with an easy to use retrieval system;
- S.G 6.9** Establish a national database that are synchronized and linked with sectoral databases as well as state databases
- S.G 6.10** Set up a warehouse for the various sets of micro-data for easy access by relevant stakeholders.

5.7 Strategic Goal 7: Improvement and Coordination in the System of Administrative Statistics (SAS) across the NSS

Background and Outcome: The I-PRSP and the MDGs monitoring process derives its indicators not only from surveys and censuses but also from administrative data produced by the MDAs and States as well as part of their routine activities.

Monitoring of inputs and outputs is a critical component within the national development frameworks and administrative data plays a central role in serving this need. Indeed, it is the only source of data on inputs and outputs of various governments' interventions. In addition, administrative data provides some of the outcome and to some extent impact indicators and supplements information from household surveys and censuses. One of the key challenges for the NSS is the generation and utilization of administrative data. A lot of administrative data is being produced but its quality leaves a lot to be desired. All these situations will be rectified when the improvement process has taken place.

Coordination Mechanism for Administrative Data Development and Production

Coordination mechanism does not now exist both for the production of statistics/indicators by the MDAs and States nor for the submission of data by the MDAs/States to a central body that needs to use the products for Monitoring and Evaluation. Coordination has to be established at these two levels of production and use.

As for statistical products coming from surveys and censuses, as these usually are huge statistical endeavours, their production will always be led by the CBS with collaboration by relevant MDAs depending on which censuses and surveys. Their outputs production will have little problem while the data flow to the point of use could be coordinated with proper institutional arrangement established therefore to remove the lack of coordination of these processes, the following has to be done:

- (a) Establishment of a body to manage the National Monitoring and Evaluation Systems (NMES), with such an Agency linked with Policy Makers, charged with the coordination of the flow of data from the MDAs and States. This type of agency could be sited in a ministry that deals with Policy processes and development Frameworks such as the Ministry of Finance or that of Planning and Development. This agency will also coordinate the M&E units of the MDAs & the States.
- (b) Production of Indicators from the System of Administrative Statistics (SAS) still needs to be coordinated for the Indicators to flow to the points of use of the data.

For active supervision in the improvement measures on the administrative statistics generation, a General Directorate for Administrative data generation coordination will have to be created at the CBS to have effective supervision of the MDAs in the generation of required Indicators from administrative records.

Both NMES within a MDA yet to be established in an appropriate location and this General Directorate on SAS will work together to link production with flow of data for use when actually needed. This General Directorate will also enhance the capability of the CBS to obtain data for many of the mandatory publications of the CBS (National Accounts, Statistical Year Book and Sudan in Figures etc). This expected outcome is an improved system of administrative statistics that serves the needs of Monitoring and Evaluation of Development Frameworks.

STRATEGIES:

- ⇒ Establishment of NMES with part of its function to strengthen the information sharing network and hence increasing the visibility and utility of the Monitoring and Evaluation function across MDAs and States;
- ⇒ With the General Directorate responsible for the strengthening of administrative statistics compilation at the MDAs/States established at the CBS, the task of eliminating and minimizing variations in reporting mechanisms of different sectors/MDAs is addressed so as to improve the data collection process;
- ⇒ Improvement of the consistency and completeness of data collected even when data being compiled depends on returns from other agencies;
- ⇒ Build an awareness of the importance of information being collected routinely and establish system for generating statistics from them;
- ⇒ Identification of the types of data that exist in various MDAs/States and the form in which they are kept;
- ⇒ Standardization of data collection instruments, providing regular training for data recorders/collectors and supporting the continuous coordination/supervision with the respective MDAs;

Specific Actions:

- S.G 7.1** Develop mechanisms for coordination of administrative data across governments
- S.G 7.2** As part of the NMES framework, strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function across MDAs/States;
- S.G 7.3** Support the development of administrative data as a reliable source through standardization of data collection instruments, regular training and supervision for data recorders/collectors and continuous coordination between the respective MDAs
- S.G 7.4** Establish MOUs between the MDAs, CBS and NMES to ease data production and data sharing.

5.8 Strategic Goal 8: Data Dissemination Policy and Plans

Expected Outcome: What we desire to have is to have dissemination being efficient with data products reaching all categories of users in the most usable format and through reader-friendly reports. Such desired situation will be backed up by policies and plans for dissemination of statistical information. Policies should be on

information/report pricing and on accessibility. In addition, accessibility policy should be in line with the Fundamental Principles of Official Statistics (FPOS), namely; that release is simultaneously done to all categories of users. As a “public good” the statistics should readily be accessible to the public employing different dissemination methods and media, such as hard copy publications, abridged reports, press releases, press briefings, through websites, CD-ROM, through emails (internet distribution) and through user/producer workshops. A data release plan and dissemination strategy should also be developed to make effective use of the media.

STRATEGIES:

- ⇒ Establishing policies and plans for the dissemination of statistical information;
- ⇒ Making effective use of the diverse media and combination of them and depending on the type of users;
- ⇒ Establishing a modern and computerized one-stop statistical resource centre with information from all MDAs/States. The resource centre will provide data and database operations to the entire NSS and will be available for use by the members of the NSS. Sectors with or without resource centres will be encouraged to link up to the NSS Resource Centre.

Specific Actions:

- S.G 8.1** Develop a data dissemination policy/strategy to ensure that users obtain data in the form that they require by improving on data analysis and using Geographic Information Systems (GIS) to present data spatially;
- S.G 8.2** Establish policies for disseminating statistical information which covers pricing and accessibility issues;
- S.G 8.3** Prepare a plan for the release of statistical information using appropriate media such as hard copy publications including abridged reports, press releases and press briefings, websites, CD-ROM, emails and user/producer workshops.
- S.G 8.4** Develop provisions for data security and confidentiality as part of the legal framework under which data is produced and stored;
- S.G 8.5** Store micro-data that are already anonymised from surveys, censuses and make data easily retrievable for research purposes;
- S.G 8.6** Establish and equip the Statistical Resources Centre (SRC)

5.9 Strategic Goal 9: Coordination of Censuses and Surveys

Background and Expected Outcome: The processes followed for conduct of surveys and censuses and manner in which administrative records are kept determine the quality of produced statistics. In Sudan, in nearly all MDAs/CBS comprehensiveness and reliability of data remain a problem. Through these sources of data, lack of accuracy, completeness, consistency, timeliness and absence of time series data will remain the features of the outputs with all these leading to users losing confidence in the statistical outputs of the NSS.

The CBS and the MDAs have not sufficiently involved the key users except in ad-hoc manner. Yet the data being produced should have relevance to the development and policy processes and should support development outcomes. All surveys and censuses should respond to the data needs of I-PRSP, Salvation Economic Plan (SEP), the MDGS and the Second National Strategic Plan for (2012 – 2016) if the review of their performance and progress will be based on the outputs of these surveys and censuses.

With proper working together with the principal stakeholders, surveys will become cost-effective and outputs will meet the quality standards and will measure the progress that is intended to be assessed.

STRATEGIES:

- ⇒ Developing and implementing a synchronized long-term survey programme to provide the required information sets that address the needs of all stakeholders and is anchored on the national and international development frameworks;
- ⇒ Strengthen collaboration between the key players clearly spelling out the rights and obligations of each party in the NSS;
- ⇒ Enhancing analytical capabilities and collaboration with MDAs;
- ⇒ Collecting data on all economic activities undertaken in Sudan necessary for the computation of main economic indicators;
- ⇒ Updating the Statistical Business Register to be used as sampling frame for economic surveys;
- ⇒ Collecting agricultural statistics through household based surveys, commercial farming establishments and through administrative sources. The surveys should cover crops and livestock (animal resources);

⇒ Measuring and monitoring capital flows in and out of the country and foreign assets and liabilities of businesses and entities;

Specific Actions:

- S.G 9.1** Carrying out Joint surveys among CBS and MDAs
- S.G 9.2** Develop Memoranda of Understanding (MOUs) for carrying out joint surveys specifying the rights and obligations of each party in the joint arrangements;
- S.G 9.3** Ensure that surveys are cost effective and timely and are synchronized to the review process of all national development agenda;
- S.G 9.4** Develop a comprehensive and holistic census programme that captures all the required data in a coordinated manner;
- S.G 9.5:** Mobilize resources for the Census/Survey Programme

5.10 Strategic Goal 10: Statistical Auditing for Compliance.

Background and Outcomes: Key data producers in the NSS use internationally recommended standards, classifications, guidelines and methodologies adapted to national peculiarities.

These standards and guidelines include among others:

- The Fundamental Principles of Official Statistics (FPOS) adopted by the UN Commission in 1994;
- The African Charter on Statistics;
- Classification of Individual Consumption According to Purpose (COICOP) for recording Prices and Expenditures;
- International Standard Industrial Classification (ISIC) Rev 3 for classifying businesses;
- The Government Finance Statistics (GFS) 2001 Manual and the Chart of Accounts Classification for compiling public finances statistics;
- The System of National Accounts 1993, 2008, the System of estimating national accounts;
- The Central Product Classification (CPC) for classifying products;
- The Harmonized Commodity Description and Coding System (HS) for trade classification;

- Agricultural Censuses, Population and Housing Censuses and Census of Business Establishments, Private Capital Flows have all benefitted from UN guidelines for conducting censuses;
- Subject specific surveys have also benefitted from relevant international guidelines;
- Sudan also subscribes to the IMF General Data Dissemination System (GDDS) which aims to improve data quality, provides Framework for identifying needs for data improvement and setting priorities and guides the country in the dissemination to the public of comprehensive, timely and accessible statistics.

STRATEGIES:

- ⇒ Prepare statistical auditing guidelines and putting in place mechanisms for periodic statistical audit of the units of the MDAs/States;
- ⇒ Ensuring that International Standards, classifications and guidelines are adhered to;
- ⇒ Fulfilling the GDDS requirements in totality and subscribing to the Special Data Dissemination Standards (SDDS) in order to provide investors with up-to-date data that are frequent, timely and accessible;
- ⇒ Conducting statistical audit of major statistical collections at agreed intervals to promote continuous improvements in official statistics by verifying that operational procedures and controls comply with the documented procedures and to determine their effectiveness in delivering products and services.

Specific Actions:

- S.G 10.1** Prepare statistical auditing guidelines
- S.G 10.2** Conduct statistical audits of major statistical collections every other year to monitor the quality of statistical production across the NSS;
- S.G 10.3** Regular appraisal of classifications and coding systems used.

6.0 IMPLEMENTATION STRATEGY AND PLAN

6.1. Introduction:

The NSDS is all about realizing the vision, fulfilling and achieving the mission, the core values and principles plus key outputs of the NSS. The NSDS is therefore about developing, implementing, monitoring, evaluating and sustaining the strategies for strengthening the NSS. These strategies embrace and address the contents of CBS strategic plan, the MDA strategic plans and the state strategic plans. The success of the NSDS, therefore, demands faithful implementation of the plans at all levels.

Even the best plans would easily fail when the strategies are poorly implemented as the success of a plan is not only a function of its implement ability but also determined by the quality of the implementation process. Implementation of the NSDS and its constituent's plans requires, among other things, mobilizing drivers of strategic success, including establishing a new legal framework, creating strategy-friendly organizational structure, creating strategy awareness and managing change.

6.2. Key Stakeholders and Implementation Strategy and Plan:

(a) Implementation Governance:

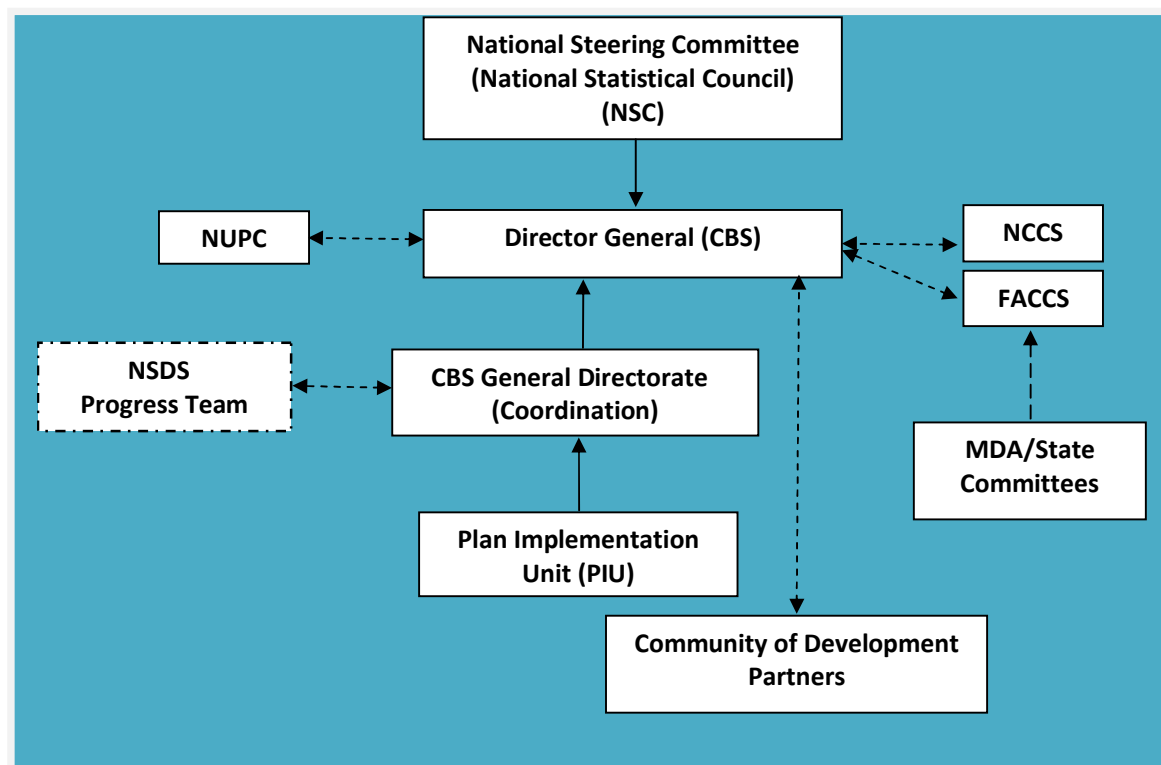
The governance structure adopted during the design process will be retained with additional refinement to guide the entire implementation process. The elements of this governance structure included, the steering committee (namely, the National Statistical Council (NSC)), the Director General of the CBS, the National Coordinator with the support of the National NSDS Progress Team (former NSDS design Team) and the Core Technical Team (CTT) that will metamorphose into a Plan (strategy) Implementation Unit. The other components of the structure are the MDA Statistics Committees, the State Statistics Committees, the National Consultative Committee on Statistics (an Inter-Agency Committee), the National User-Producer Committee and finally yet another coordination mechanism at the Federal level of Government operations which will be called the Federal Agencies Consultative Committee on Statistics (FACCS) which addresses the coordination issues of MDAs and their operations at the State level of government.

(b) Plan (Strategy) Implementation Unit (PIU):

The PIU will be a Unit at the General Directorate of Coordination of the Central Bureau of Statistics (CBS) with the head of that Unit reporting to the Director-General (CBS) through the Director in charge of the General Directorate of Coordination. This Unit will be responsible for monitoring the implementation tasks nationally (working through the MDA/State Committees, FACCS) and ensuring that resources are made available and process reports rendered by the implementation centers periodically (preferably monthly).

Reports of progress including highlights of challenges are collected by the PIU of the CBS and placed before the NCCS and FACCS chaired by the Director General (CBS) that meets quarterly and recommended actions will be addressed by the DG(CBS) who is the NSDS Director for the country. The DG in turn informs the NUPC on the on-going developments in the NSDS implementation for their information but reports progress on all issues to the Steering Committee (NSC), chaired by the Minister of the Cabinet, half-yearly and all policy issues are handled at this level.

Diagram (2): The NSS Governance Arrangement



The DG (CBS) will work with the community of Development partners to ensure proper coordination of fund and technical support for the NSDS/NSS including giving progress report on the NSDS implementation.

The PIU, specifically, will perform the following functions:

- ✓ Coordinating implementation activities including activities of the beneficiary agencies;
- ✓ Managing activities such as procurement according to agreed rules and procedures to ensure timely preparations and dissemination of reports on activities;
- ✓ Managing, reporting and auditing activities to ensure timely preparation and dissemination of activity reports;
- ✓ Serves as the Secretariat of the NCCS, FACCS, NUPC, community of development partners meeting with the NSS, Steering Committee and all structures and process on the NSDS implementation;
- ✓ Preparing work programmes, budgets, procurement plans...etc.;
- ✓ Coordinating and arranging all technical departments of the CBS to address technical issues of the strategy (NSDS);
- ✓ Prepare regular reports and other project monitoring activities for the Director-General, the NCCS and all other relevant structures involved ;
- ✓ Coordinate the activities of the Consultants that might work on the NSDS implementation tasks; and
- ✓ Any other tasks as may be assigned by the Director (General Directorate of Coordination)/DG.

(c) In addition to the structures laid out above and in spite of several meetings that have taken place, the NSDS/NSS Coordinator/Director of the General Directorate of coordination shall discuss elements of the NSDS with the individual MDAs/States so that they are adequately conversant with the issues at hand and ratify the key elements. MDAs/States shall prepare and submit detailed annual work plans and budgets to facilitate implementation of the SSDSs and StSDSs and the NSDS. All annual work plans and budgets shall be presented to stakeholders, NCCS, meeting for ratification.

The NSS Steering Committee will oversee the implementation of the NSDS and its broad functions shall be:

- ❖ Consider and approve statistical policies, developed by the NCCS;

- ❖ Provide advice to the MDAs and its authorities (Ministers and Under Secretaries) on matters relating to statistics in national development especially in the area of statistical funding;
- ❖ Provide effective guidance and supervision to the NSS through the NCCS;
- ❖ Review progress of the NSDS implementation;
- ❖ Approve work programmes, the corresponding budget and procurement plans;
- ❖ Address critical issues that could hinder the implementation of the NSS; and
- ❖ Oversee the requirement, promotion and discipline of staff plus examining the general conditions of services of statistical personnel.

(d) Additional to the workplan, there are other elements of activities that should be a part of the implementation plan – some essential and at the same time “quick- win” activities. These, as compiled by the NSS/NSDS Coordinator, shall be implemented along with the annual work plan mentioned above. Some of these activities are listed below:

- Compiling the administrative report of the design process;
- Since MOUs will be used as an instrument to facilitate collaboration, organization and implementation of training on the drafting of MOUs need to be carried out;
- Selection of the next phase MDAs/States and beginning to carry out preliminary activities towards launching the process;
- Continue with the advocacy work on the NSDS/SSDSs/StSDSs and mobilization of fund for the implementation and embark upon the process of establishing the basket fund;
- Rotation of meeting venues among the MDAs/States and participation of CBS/MDAs/States leadership in the meetings (NCCS, FACCS ...etc.);
- Regular meetings of the CBS leadership with the Under Secretaries of MDAs and Secretaries General of States to dialogue on : technical support, and financial support for poorly resourced MDAs/States through basket funding;
- Installing intranet/internet facilities to communicate between MDAs and the CBS;
- Continued production and dissemination of the NSS newsletter;
- Linkage of NSS to training Institution/Centres and developing a training programme on fundamentals for the NSS and getting it executed (data analysis, report writing, organization and management of statistical offices, computer literacy, survey management, standards, classifications, international initiatives and guidelines, development frameworks and policy process);
- Supply of needed equipment e.g. computers, printers, overhead projectors, vehicles, office supplies ...etc.;

- Harmonization of the MDA/State mandates and the overall NSS legal framework for data production;
- Comprehensive review of the NSS legal framework;
- Compilation of compendium of standards, concepts, definitions ...etc.;
- Development of handbook on methods covering data collection, questionnaire/form design, compilation and analysis for the use of the MDAs/states;
- Development of a database of the essential indicators;
- Delivery of mandatory statistics to key users in better timely manner – economic management indices, MDA yearbooks and consolidated into the Sudan Year Book;
- Publication of the indicators to measure progress of the MDGs coordinated by the CBS including necessary support to the MDAs/States by the CBS.

These activities plus the annual plans when implemented will meet any raised expectations for better statistical delivery. Initiating these “quick win” activities, some of which fall within the plan is a good idea so that immediate impact on the production and use of statistics and the functioning of the NSS – could be seen.

6.3. Partnership and Collaboration among key Agencies of the NSS:

In order to effectively support the implementation of the NSDS, the agencies of the NSS shall work together and agree on their rights and obligations during the implementation phase of the strategy and such agreements shall be embodied in Memoranda of Understanding (MOUs) to be an agreement between the CBS and each of the agencies of the NSS.

6.4. Promote Ownership of the NSS concept:

In order to increase the MDAs/States’ ownership of the NSS concept, the Under Secretaries/Secretaries General and other Chief Executives of other Agencies shall be expected to effectively and consistently mobilize resources for the implementation of the NSDS and MDAs/States to internally mobilize resources for implementing SSDSs/StSDSs. Horizontal coordination of the MDAs shall be emphasized and promoted and the focal persons of the MDAs will participate in the NCCS and FACCS meetings. To further strengthen the ownership of the NSDS by the NSS components, concerted training on the NSDS will be given plus additionally operating a licensing arrangement for the main players with incentive system for the licensed leaders as a reward for their commitment and effectiveness.

6.5. Working with Development Partners (DPs):

The NSDS for DPs provides:

- ✓ Clarity about the aspirations of the government and its priorities between competing statistical requirements;
- ✓ A framework for more effective technical assistance;
- ✓ A framework for financing and accountability; and
- ✓ A basis for coordination.

Therefore it is advantageous for the CBS/NSDS Coordinator to work with the DPs and donor agencies in order to coordinate their support for components of the NSS.

In this context, various DPs shall be involved in annual reviews for the purpose of acquainting them with the achievements and progress of the NSS. In addition, they will be requested to provide financial and technical support to the priorities that have been set out in the plan.

6.6. Development of Joint work plans for collecting and disseminating data:

Among members of the NSS, the following joint responsibilities are envisaged among many others during the life of the strategic plans:

- The Ministries of Agriculture, Animal Resources and Fisheries and the CBS shall collaborate in the National Censuses of Agriculture;
- The Ministries of Finance (Poverty Unit), of Welfare and Social Security and the CBS shall collaborate in the production of data from Household Budget Survey.
- Core Welfare Indicator Questionnaire Survey (CWIQ) shall be the responsibility of the CBS, Ministry of Finance, of Social affairs, Education, Health and Labour;
- The Ministries of Finance, Industry and CBS shall collaborate in conducting the censuses of economic Establishments;
- The Ministries of Labour, Finance and CBS shall join hands in the Informal Sector Survey;
- The Ministries of Industry works together with the CBS in the Industrial Survey/census;

- Demographic and Health Survey (DHS) and the Multiple Indicator Cluster Survey(MICS) will be joint responsibilities of the Ministries of Health, Social Affairs and CBS;
- Development of an Integrated Survey of Household Survey with the General Household Survey (GHS) as core and Labour Force Survey (LFS) and Literacy Survey and Child Labour Survey as modules will have CBS, Ministries of Labour, Education, Health...etc. collaborating;
- Improvement of Civil Registration and Vital Statistics shall be jointly done by the Ministries of Interior and Health plus CBS;
- Over-all development and improvement of the System of Administrative Statistics (SAS) over the plan period shall be the responsibility of the CBS and the MDAs and States; and
- Preparation for the 2018 Census will have all members of the NSS collaborating.

6.7. Monitoring, Reporting and Evaluation:

The monthly monitoring and the quarterly reviews on the progress of the NSDS implementation will be followed by annual reviews. Monitoring entails:

- ✓ Ensuring that stated goals are being achieved;
- ✓ Tracking inputs, activities and outputs by MDAs/States;
- ✓ Determining if implementation is on course;
- ✓ Alerting management about potential problems before a situation becomes critical;
- ✓ Suggestion of corrective actions to ensure performance conforms to strategy or that strategy is revised in light of new experience.

It is to be noted that monitoring becomes ineffective unless action is taken in response to what is measured or reported.

Logical Framework has been prepared in Appendix 3 and this will appropriately be used to achieve effective monitoring and evaluation.

Annual reviews will be undertaken by a conference of all implementing agencies at the MDAs/States and other members of the NSS particularly including key data users and the

development partners. Annual reports will be prepared by all the agencies and submitted to the conference. A summary of the achievements and challenges will be made and recommendations on plan review will be taken on board for implementation. The review report will be submitted by the CBS (DG) to the National Statistical Council (NSC).

- The steering committee for its information and action if required.

Generally, the annual reviews will be largely used to commit the MDAs/States to implement their strategic plans, inform stakeholders of current development, make adjustments to the NSDS in the light of changing circumstances, identify upcoming priorities and adjust work plans accordingly. The key monitoring Indicators as set out in the NSDS logical framework will be basis for the reviews at various stages, monthly, quarterly and annually.

Evaluation:

Evaluation exercise is designed to be carried out at the mid point and at the end of the action plan to asses:-

- ✦ The most significant constraints;
- ✦ Most successful activities; and
- ✦ How well the NSDS/SSDSs/StSDSs achieved their goals and targets.

The benefit of evaluation is the learning opportunity, which it provides for better future performance.

Mid – Term Review (MTR):

Will be conducted during the third year of implementation to assess progress, relevance, impact of the NSDS and agree on changes that might be necessary both in the strategy and the work programmes. The MTR will also re-examine the resource envelope and make proposals for re-allocation of resources according to performance and priority needs. The MTR should be conducted by an external consortium to ensure independence in the evaluation task. Such a consortium could be made up by National Institutions that are involved in data use or teaching statistics or strategic development with requisite experiences.

Final evaluation:

At the end of the plan, a terminal evaluation will be conducted and this is better done by a team of consultants. Lessons learnt and levels of achievements will be established and these will be input in the design of succeeding NSDS.

7.0 FINANCING PLAN AND BUDGET

7.1. Budget:

The NSDS is a five-year strategy designed to strengthen the entire National Statistical System. But apart from that, there are strategies for statistical Development at both MDA and State levels. The budget will therefore be for the overall strengthening of the NSS plus implementing improvement measures for the MDA/State Statistics.

For the NSS strengthening, there are ten strategic goals that must be achieved and the cost for implementing the action plan for each goal has been estimated. The overall budget for all the goals has been estimated to be SDG **88,090,621** with component budget for each goal taking the following percentages of the overall budget.

The other component budgets are those for the states by each state and MDAs by each MDA. These have been detailed as attached.

The overall budget is therefore the addition of NSS strengthening, state statistics development and the MDA statistics development which are spread over the 5-year period.

7.2. Financing Plan:

The overall budget will be met by contribution coming from the governments both at the Federal and State levels and another part coming from the aggregate support of the International donors (Bilateral and multilateral). The government component will cover salaries, overheads and allowances plus the capital expenditure to cover part of the strategy cost. Donors will cover the balance of the capital cost. Other costs to the donors/development partners will be in the form of technical support.

The government will be encouraged to contribute substantially towards the investment budget to the level of about 30% and progressively increasing it during the life of the plan. Also in the course of the implementation period, raising fund from national sources will be explored. The private sector, national NGOs and multi-national corporations will be enjoined to make contributions towards statistical development.

Summary of MDAs/States Budgets

Estimated Budget for the NSS Strategy by Goals and Sub-systems

(The estimation is in SDG with 1 Dollar = SDG 2.88)

Goal/Year	2012	2013	2014	2015	2016	Total
Goal 1	499800	553800	553800	553800	553800	2715000
Goal 2	502860	456500	366500	301500	266500	1893860
Goal 3	1206980	1485690	1490390	1428290	1448090	7059440
Goal 4	16545946	14452700	12315000	12015000	2065000	57393646
Goal 5	175860	48300	48300	0	0	272460
Goal 6	2838349	2468749	2677389	2677389	2340429	13002305
Goal 7	1062250	498500	573500	498500	573500	3206250
Goal 8	453300	374460	268300	153300	143300	1392660
Goal 9	165000	165000	165000	165000	165000	825000
Goal 10	70800	70300	70300	48300	70300	330000
Total	23521145	20573999	18528479	17841079	7625919	88090621

APPENDICES

Appendix (1)
National Statistical Programme

Censuses and Surveys
2012-2016

SN	Censuses & Surveys	Preparatory Phase	Field work Phase	Data Processing Phase	Dissemination Phase
1.	Comprehensive Agricultural Census (including Livestock and Crops)	1Sept.2012 -31Oct.2013	1 st Nov. 2013 – 31 Nov. 2013	1 st Dec. 2013 – 30June 2014	1 st July 2014 - 31 August 2014
2.	Household Budget Survey	1 st Jan 2013 – 30March 2013	1 st April 2013 – 31 March 2014	1 st April 2014 – 31 August 2014	1 st Sep. 2014 – 1 st Oct. 2014
3.	Core welfare Indicator Questionnaire (CWIQ)	1 st Sept. 2014 – 31Oct. 2014	1 st Nov. 2014 – 31 Dec 2014	1 st Jan.. 2015 – 31 March 2015	1 st April 2015 – 30 April 2015
4.	Census of Economic Establishment	1 st Oct. 2014 – 31March 2015	1 st April 2015 – 31 July 2015	1 st August 2015 – 31 Jan. 2016	1 st Feb. 2016 – 30 May 2016
5.	Informal sector survey	1 st Nov. 2014 – 28Feb. 2015	1 st March 2015 – 31 May 2015	1 st June 2015 – 30 Sept. 2015	1 st Oct. 2015 – 31 Oct. 2015
6.	Industrial Survey	1 st Jan. 2016 – 30 April 2016	1 st May 2016 – 31 July 2016	1 st August 2016 – 30 Nov. 2016	1 st Dec. 2016 – 31 Dec. 2016
7.	Development of Integrated Household Survey System	<u>Jan 2015</u> Preparation of the Master Sample	<u>Feb. 2015</u> Preparation of Programme of Surveys (2017-2021)	<u>March/ April 2015</u> Design of the core (GHS) (Survey questionnaire) (Tabulation Plan..etc)	<u>August 2015</u> Pilot test for the (GHS)
8.	Population and Housing Census	1 st Jan 2016 – 31 December 2016 			

National Statistical Programme
Censuses and Surveys
2012-2016

	Census/ Survey	Estimated Total Cost SDG
1-	Comprehensive Agricultural census (Including Livestock and crops)	76,442,715.0
2-	Core welfare indicator questionnaire (CWIQ) survey	2,185,291.9
3-	Household Budget Survey	3,455,162.0
4-	Informal Sector Survey	3,618,372.5
5-	Census of Economic Establishments	6,874,946.1
6-	Industrial Survey	2,703,033.0
7-	Population and Housing Census	41,330,049.0
8-	Development of Integrated Household Survey System	1,148,834.0

Appendix (2)
Challenges, Strategies and Priorities Activities for the MDAs and the States

BANK OF SUDAN

Main Challenges	Strategies	Priority Activities
• Inadequate legal framework • Institutional weakness of organizations affecting their capacity for requests • Poor Infrastructural Support for data sharing/data flow • Lack of cooperation by suppliers plus their inability to respond to data requests • Difficulty in acquisition of ICT infrastructure due to sanctions placed on the country • Lack of capacity by the media in handling and interpreting Bank's Statistics.	○ Improving the quality of statistics ○ Developing and sustaining the bank Statistical System. ○ Raising statistical awareness in the country ○ Reinforcing coordination between the generators and users of statistics	▪ Review of the law supporting statistical work in the Bank ▪ Mobilization of the necessary support for the strategy by the top management of the Bank ▪ Data development with respect to data quality (consistency); Building Time series data; improvement of website and building of database ▪ Issuance of Publication control regulation ▪ Designing permanent coordination mechanism between the Technology Directorate and various directorates of the bank for ascertaining the needs of users of the statistical system under the supervision of the top management ▪ Establishment of task forces/ committees of other data generating Institutions in collaboration with the CBS.

MINISTRY OF LABOUR

Main Challenges	Strategies	Priority Activities
• Funding Inadequacies • Human Resources Inadequacies • Weak Infrastructure • Review of labour Law as it affects statistical work • Low awareness of the importance of labour statistics • Weak coordination in statistical generation	○ Strengthen relations with National Institutions such as CBS and MoFNE, regional and International Agencies ○ Enhance the capacity of the statistical human resources ○ Development of Physical Infrastructure ○ Modernization of Labour Law with respect to data production ○ Create public awareness about the importance of labour statistics ○ Strengthen Coordination in labour statistics production	▪ Establish a budget line for statistics at the Ministry of Labour ▪ Work through CBS for donor financial support and for technical support ▪ Identify the training needs of the workforce ▪ Prepare a training programme for internal and external training ▪ Provide the latest hardware and software for data collection, analysis and dissemination ▪ Establishment of a network ▪ Development and modernization of facilities (better accommodation with enabling environment, equipment supply...etc.) ▪ Modernization of Labour law with respect to statistical production and align it with the NSS Statistics Act ▪ Workshops, symposia and seminars to promote for better understanding of labour statistics ▪ Issuing periodic bulletins on labour statistics ▪ Development of statistical reports ▪ Promote and participate in cooperation and coordination among data producers to ensure that there are no inconsistencies and duplications ▪ Collaboration with relevant institutions.

MINISTRY OF INTERIOR

Main Challenges	Strategies	Priority Activities
• Absence of legislative framework underpinning statistical work in the Ministry of interior • Low level of technical and professional capacities and inadequate qualifications required for statistical work • Absence of statistical function in some sectors of the ministry; lack of use of international statistical standards; plus lack of analysis of available data • Low level of statistical awareness • Lack of partnership principle between police departments on the one hand and relevant institutions on the other • Absence of continuous training for the statistical cadre to keep pace with development	○ Update and modernize legislations that govern the statistical system ○ Develop the Human Resources within the Ministry ○ Develop the Infrastructure of the statistical system of the Ministry of Interior ○ Data development and encouragement of scientific research ○ Increasing Statistical awareness	▪ Modernization of laws and legislations that govern statistical work with provisions for coordination, management of the system and revision of the position of the statistical unit in the general organizational structure ▪ Recruitment of a new batch of statisticians and improvement of the skills and capacities of existing statistical staff ▪ Maintain stability of staff, working out better career paths for statistical staff plus linking incentives to performance ▪ Prepare training programmes for statistical unit personnel for both internal and external training ▪ Develop the statistical unit with provision of appropriate means to improve the infrastructure and the work environment ▪ Provision of IT and communication equipment ▪ Establish a field system required to conduct and manage statistical surveys ▪ Development of GIS Technology and database for Ministry of Interior ▪ Identify relevant Surveys and statistical programmes and implement with other stakeholders ▪ Compile and publish statistical reports in line with International Standards ▪ Develop dissemination Policy and Plans ▪ Documentation of methodologies adopted in surveys and in statistical programmes ▪ Curricula in the police training centres should include basic statistics ▪ Use the media to promote the importance of statistics ▪ Publication of news-letter ▪ Development of electronic websites ▪ Participation in regional and international activities and functions concerned with the development of statistics.

MINISTRY OF HEALTH

Main Challenges	Strategies	Priority Activities
• Non-implementation of previous policies and strategies for the Health Information System (HIS) • Fragmented HIS with vertical disease-specific programmes creating their own parallel information sub-systems • Low Data Development in terms of comprehensiveness of data, data quality, use of poor methodology, under-coverage and absence of coordination of the data production process • Poor funding to run the HIS • Poor Human Resources development and management (inadequacy of staff, poor condition of service, lack of training, un-even distribution of staff, low capacity of training Institutions..etc.) • Inadequate institutional and organizational issues (absence of structure and inadequacy at lower level) • Poor Infrastructures(Building, statistical and ICT) • Poor data management and dissemination arrangements including low use of data products	○ Establishing the foundation and necessary structures for re-engineering of HIS ○ Develop the data management systems and information products ○ Integration and digitization using appropriate ICT	▪ Review of the current organization structures at all levels and streamline them ▪ Complete and endorse HIS policy reform ▪ Carry out training needs assessments of the staff at National and State levels ▪ Support the national and states with logistic and necessary working environment ▪ Recruit more staff to fill gaps of inadequacy ▪ Increase response rate of returns from public sector facilities ▪ Put in place appropriate laws in line with the NSS Statistics Act ▪ Enhance HMIS at the facility levels ▪ Agree on minimum data and core indicators required ▪ Review data flow system and develop guidelines for it. ▪ Review data production process to cover collection instruments etc. ▪ Develop standards and guidelines with respect to data reporting, data storage and security, data processing and analysis ▪ Launch the computerization of the process ▪ Establish coordination mechanism in data production, dissemination and feedback system ▪ Provision of needed ICT and office equipment and internet connectivity ▪ Establish data repository and database ▪ Installation with other systems ▪ Institutionalization M&E system for vital registration ▪ Establish and institutionalize community health information system

MINISTRY OF FINANCE AND NATIONAL ECONOMY

Main Challenges	Strategies	Priority Activities
• Inadequate data development resulting in lack of good quality data, under-coverage of data items, poor dissemination • Absence of relevant statistical system in the ministry • Poor Human Resources base for statistical work: ✓ Inadequate staff ✓ Lack of relevant training particularly in areas of international standards, methodology etc. • Low statistical awareness • Low funding for statistical work • Inadequate infrastructure.	○ Establishment of General Directorate for statistics and establishment of statistical units in all other Directorates General with coordination mechanism ○ Data Development and Improvement ○ Create electronic assets register ○ Strengthen coordination among statistics units within the ministry ○ Raise professional capabilities of the Statistical Personnel	▪ Develop coordination mechanism ▪ Obtain the authority of the Under Secretary for the new Directorate General for Statistics ▪ Appointment of qualified statistician to head the Directorate General of Statistics ▪ Create electronic links between the units and DG statistics ▪ Implement international standards ▪ Use of DQAF to establish quality of data ▪ Use of sound methodology ▪ Prepare calendar of data release to enhance better dissemination ▪ Inventory of assets and computerizing the register ▪ Develop electronic data flow ▪ Improve and update website of the ministry ▪ On- the – job training on International Standards and methodologies. ▪ Develop retention strategy for statistical Personnel ▪ Programme of training to be prepared and implemented to include obligatory courses, workshops, seminars etc.

MINISTRY OF ANIMAL RESOURCES AND FISHERIES

Main Challenges	Strategies	Priority Activities
• Lack of fund and institutional Support for developing the Information System • Inadequate statistical manpower both in number and skills • Weak infrastructural Support in terms of physical, statistical and ICT Infrastructures • Absence of organizational structures for statistical production/compilation at General Directorate and even at MDA levels • Lack of flow of information within the ministry and overall poor communication with the states • Poor coordination within the ministry and with outside agencies • Lack of awareness as to the importance of statistics for development	○ Promote policy for mandatory provision of fund by government at sectoral and central level plus mobilization of financial support externally ○ Provide adequate statistical manpower with requisite skills ○ Make plans for the provision of adequate physical, statistical and ICT Infrastructures for all statistical structures ○ Create appropriate statistical structures at both General Directorate level and the Ministry level ○ Improve the process of information flow and information integration within the ministry for better dissemination ○ Provision of logistic and communication support for the survey systems ○ Develop appropriate coordination mechanisms within and across agencies ○ Launch Advocacy for statistics within the Ministry	▪ Insert in the NSS Statistics Act a provision requiring the sector authorities to make fund available from sectoral development plans for statistical system development ▪ Using the instrument of MoU to obtain additional fund from statistics basket fund created through Development Partners collective support ▪ Recruit more statistical staff to supplement the existing staff ▪ Prepare a training programme to up-scale skills ▪ Improve on staff conditions of service to retain staff ▪ Develop on inventory of needed physical Infrastructures; of statistical infrastructure and ICT infrastructures ▪ Purchase/procure them in phases ▪ Distribute the procured item appropriately ▪ Establish statistical structures in each General Directorate with staff and programmes of their work ▪ Reinforce the Information Centre structure with appropriate staff and to coordinate and supervise the structures/staff of the General Directorates ▪ Establish data submission process by the General Directorate Statistical structures to the Ministry Information Centre ▪ Develop databases at the General Directorates and at the Information Centre with linkages

		▪ Build network to link all the data points of the Ministry ▪ Develop dissemination policy and plans for the Ministry ▪ Develop an inventory of needed vehicles, survey equipment, communication equipment ▪ Procure in phases and distribute to the points of needs of the vehicles and sets of equipment ▪ Together with CBS establish committee to include the state statistics and meet periodically to discuss ministry's programmes ▪ Prepare a statistical advocacy programme and involve CBS in its implementation
--	--	---

MINISTRY OF INDUSTRY

Main Challenges	Strategies	Priority Activities
• Lack of Funding for statistical work • Inefficient organizational structure • Problem of Production of updated, timely and accurate information in accordance of users' needs • Lack of Coordination	○ Make use of the local and bilateral relations including provision of budget line within the Ministry ○ Mobilize resources to support data production and statistical system ○ Advocate for statistical work at the top policy and decision making ○ Establishment of organizational structure for statistical work, ○ Strengthen and improve data production infrastructure ○ Establish network and relations with other countries through the CBS ○ Strengthening the collaboration and cooperation within the ministry and between the ministry and other different sectors and the CBS,	• Prepare detailed annual budget for statistical work, • Propose organogram for the statistical work, • Identify the needed staff for statistical work, • Propose job description for needed staff, • Train and develop the skills of the staff • Support institutional capacity building, • Provide sets of equipment, software and programmes for data production • Seek technical support from UNIDO in statistical area, • Conduct study tours to other countries, • Apply International standards and guidelines to produce accurate statistics, • Conduct data needs assessment • Design and implement statistical activities to produce needed data, • Establish coordination mechanism for data production in the ministry, • Establishment of Coordination mechanism between the ministry and other stakeholders

CENTRAL BUREAU OF STATISTICS (CBS)

Main Challenges	Strategies	Priority Activities
▪ Very inadequate funding for statistical work in Sudan ▪ Poor infrastructural support for the CBS with respect to physical, statistical and ICT ▪ Slow pace in Data development with surveys and censuses being irregularly conducted, absence of databases, inadequate data dissemination, lagging behind in implementing international frameworks such as SNA 2008 - The national Accounts compilation is still largely based on SNA 68; ▪ Inadequate organizational structure and institutional arrangement with absence of some key General Directorates such as coordination General Directorate and General Directorate of Field Organization, Methods, standards and Research ▪ In effective coordination within the CBS and of the entire NSS ▪ Inadequate Human Resources development and management ▪ Little or no analysis of data to lead to needed statistical information ▪ Limited awareness about the importance of statistics for development ▪ The 2003 statistics Act needs	○ Initiate policy actions that recognizes statistics as a public good to be funded by governments ○ Mobilize and coordinate the support of development partners (DPs) ○ Launch a programme for establishing a national statistical fund ○ Radically improve the physical, statistical and ICT Infrastructures during the first 2 years of the strategic plan ○ Develop data through articulated statistical programme and implement meticulously ○ Examine the data gaps, data quality and data dissemination and develop plans with respect to each of these that will re-engineer the data production processes ○ Ensure accessibility of data to key users ○ Examine the location of the CBS in the governmental set-up and recommend through a memorandum the Institutional Placement of the CBS ○ Review the organizational structure of the CBS ○ Establish coordination bodies and mechanisms ○ Develop programme of technical coordination across the NSS ○ Examine the Human Resources development and management and develop programmes of improving the system ○ Establish plan for data analysis ○ Launch powerfully Statistics Advocacy within government and in the society	▪ Develop memorandum for submission to governments that establishes the link between good statistics and national development and progress ▪ Ensure that a budget line is created for each statistical agency of the NSS. ▪ Plan and hold a round table meeting with DPs and donors on funding of the NSDS. ▪ Establish a conference of partners that meets quarterly/half-yearly to discuss statistical activities progress and need for resources ▪ Launch an initiative for creating a national statistical Fund to which stakeholders (private sector, NGOs ...etc.) will contribute ▪ Make an inventory of required infrastructures (physical, statistical and ICT) and draw up a realistic programme for procurement, for development and for up-dating and up-grading ▪ Develop programme of statistical activities ▪ Systematically implement the programme. ▪ Improve on the methodology of data production by improving at every stage of production process ▪ Speed up the implementation frameworks with support of technical assistance ▪ Draw up dissemination policy and plan and see them implemented ▪ Develop databases for produced data and improve on the website ▪ Prepare a memorandum on the Institutional Placement of the CBS and the level, relatively in government which Head of CBS/NSS should be ▪ Revise the CBS organizational structure by creating two additional General Directorates for Coordination and for Field Organization & Methods and standards respectively plus a directorate for International relations

review to make it relevant to the entire NSS.	○ Embark on a full-scale review of the 2003 Statistics Act to ensure the establishment of the Sudanese NSS with clear provisions for the Actors of the system	▪ Establish mechanisms for CBS internal coordination including meetings and report schedules ▪ Establish inter-agency meetings covered by the coordination Directorate ▪ Prepare monitoring programme of the NSS and see it implemented ▪ Develop compendium of standards for the NSS and train on its use and monitor its implementation ▪ Develop policies on staff advancement transfer, leave, remuneration and career path with implementation plan ▪ Prepare programme of training and re-training and implement the programme ▪ Recruit for areas of gap in statistical manpower ▪ Build up incentive system for good performance ▪ Train within the CBS some analysts ▪ Build up relationship with research Institutions and through the instrument of MoU establish joint analysis work ▪ Prepare on statistical advocacy programme targeting various groups and implement ▪ Embark on a comprehensive review 2003 Statistics Act involving all the stakeholders ▪ Hold workshop as a means of publicizing the draft Act ▪ Follow through its passage in parliament
--	---	---

KASSALA STATE

Main Challenges	Strategies	Priority Activities
• The statistical work in the state has not been underpinned by a legal framework • Overall statistical awareness is low within the state • Absence or weak organizational structure for statistics at the state MDAs • Inadequate statistical manpower in terms of number and skill in the state • Lack of fund for statistical development in the state • Poor quality data in the state plus inadequate data dissemination • Ineffective or/and absence of coordination among producers and between producers and users of statistics in the state	○ Ensure that all statistical works are grounded in the statistics Act in line with the Fundamental Principles of official statistics and African Charter on Statistics ○ Promote statistical awareness within the Kassala Society ○ Ensure the establishment of organizational structures in all the MDAs of the state ○ Strengthen the statistical structure where they now exist ○ Develop Human resources and manage the manpower resources ○ Mobilize for fund from the state authority, the central government and through NSS basket fund ○ Embark on Data Development for the state in all the sectors ○ Establish coordination mechanisms Within the state statistical system and across the NSS	▪ Facilitate and be part of the review process of the 2003 statistics Act towards having a statistics Act that covers the entire NSS ▪ Inclusion of statistics in the school curricula of the state ▪ Develop an advocacy programme and launch it in partnership with the media and directed to decision makers and the population ▪ Establish statistical structures in all the MDAs of the state ▪ Create a central statistical office in the state to coordinate all statistical work of the MDAs ▪ Build a critical mass of statistical manpower in the MDA structures and at the central state statistical office - Recruitment of qualified candidates - Develop a training programme for internal and external trainings and implement it - Improved conditions of service for statistical manpower - Prepare job description for every employee ▪ Include a provision in the NSS statistics Act for creating a budget line for statistics in all MDAs ▪ Obtain fund through basket fund using the instrument of MoUs between the state and the CBS ▪ Prepare and implement state statistical programme based on data needs ▪ Improve data production process with respect to methodology, quality, dissemination, data archiving ▪ Development of databases for each of the

		state with appropriate linkages ▪ Establish state statistical website ▪ Strengthen state statistical committee for effective cooperation, collaboration and coordination ▪ Participate actively in the National Consultative Committee on statistics ▪ Ensure internal coordination arrangements within MDA statistical system ▪ Be part of the production of compendium of standards.
--	--	---

GEZIRA STATE

Main Challenges	Strategies	Priority Activities
• Lack of fund to execute data production programme • Lack of or absence of coordination among agencies in related work • Inadequate trained human Resources for statistical work in the state • Absence of or weak organizational structures for statistical functions in the state • Infrastructural inadequacies with respect to physical, statistical and ICT	○ Promote funding availability for statistical work in the state ○ Institute coordination mechanism for within state statistical work ○ Development and management of Human Resources Statistical personnel ○ Development of organizational structure for statistical service ○ Improve the physical, statistical and ICT infrastructures for the statistical system ○ Prepare a programme of statistical activities for the plan period (2012 – 2016) ○ Data development programme is articulated to cover dissemination, database and production of quality data ○ Promote the importance of statics for development.	▪ Ensure a budget line for statistical programmes in the state ▪ Liaise with CBS for donor support financially and technically ▪ Advocate for statistics as a public good ▪ Establish State Central Statistical Bureau to coordinate statistical work of the MDAs in the state ▪ Build a coordination arrangement with the CBS state Branch office and with Federal Ministries through CBS headquarter ▪ Design training programme for implementation over the plan period ▪ Recruit more statistical professionals to meet adequate level ▪ Prepare and propose adequate conditions of service for staff ▪ Establish an appropriate organizational structure for statistical function in each of the state/MDAs to be coordinated by the state central Office ▪ Provide adequate office space for the statistical units of the state MDAs as well as adequate number of office equipment ▪ Develop survey frames (list frames) for statistical operations ▪ Supply adequate number of PCs, printers and required software packages ...etc. ▪ Install networks (LAN and WAN) and internets to connect the various statistical units ▪ Implement the statistical programme to cover surveys and improvement of administrative record keeping ▪ Implement data development programme ▪ Implement awareness workshops using the media ▪ Develop statistical news/letter in the state.

RIVER NILE STATE

Main Challenges	Strategies	Priority Activities
• Inadequate Infrastructure • Low Development of statistical systems • Nonexistence of statistics units at different sectors at the state • Lack of Coordination • Absence of Funding for statistical work	○ Enhance and improve the existing statistical infrastructure ○ building and strengthening statistical systems ○ Establishment of a statistical structure in each sector ○ Establishment of a coordination mechanism between data users and producers ○ Budget for statistical work in the development plans ○ Create a partnership with different stakeholders ○ Mobilize resources from donors	▪ Renovate and refurbish the existing buildings, ▪ supply office sets of office equipment ▪ Supply and provide sets of IT equipment ▪ Provide and establish IT and other statistical systems ▪ Improve statistical standards and Methodologies ▪ Establishment of statistics units in each sector, ▪ Recruit technical staff, ▪ Train and build the capacity of the staff ▪ Strengthening the collaboration and cooperation between different sectors, ▪ Advocate for government budget to be allocated for statistical work ▪ Prepare project proposals

Appendix (3)

NSDS Logical Framework

Summary of Goals and Anticipated Outcome	Objectively Verifiable Indicators (OVIs)	Means of Verification	Important Assumptions
Vision Among the global best, with well mainstreamed sub-systems, integrated and efficiently coordinated NSS.	● All sub-systems (sectoral and sub-national) well mainstreamed and integrated into the NSS by 2016; ● Standardization of produced statistics comparable across the NSS by 2016.	✚ Developed integrated programme for the NSS. ✚ Common data dictionary. ✚ Uniformly developed MDA/State statistical systems within the NSS with common agenda and shared facilities.	Continued commitments for statistical development in Sudan and uninterrupted implementation of strategies of the NSDS (with adequate resources provided).
Mission Sudanese NSS as Key National Infrastructure/Asset for the sustainable development of NIIS supporting results agenda and promoting democracy and good governance.	● National Integrated Information System built and available; ● Statistics as an evidence in governmental and developmental process; ● More use of statistics democracy and good governance in existence; ● Statistics Act (NSS) in place by 2012 -2013.	✚ NIIS document available. ✚ Use of statistics in all planning, monitoring and evaluation of development programmes. ✚ Evidence of democratic practice and good governance is available. ✚ Use survey report.	✓ CBS, MDAs, States all committed to implementation of their strategic plans; ✓ Continuous statistical capacity building; ✓ Provision of adequate resources for statistical development. ✓ MDAs/ States accept the coordination role of the CBS. ✓ Willingness of governmental operatives to use statistics in policy processes. ✓ Regular Budget framework in place.

Strategic Goal 1

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Promote Statistical Advocacy	⊕ Statistical Awareness programme developed ⊕ Policy on Statistics education taking place at schools levels formulated by GoS and statistics in all disciplines of higher Institution. ⊕ Media relation with statistical bodies exists ⊕ Awareness is created among top government functionaries.	⌘ Copy of awareness program available ⌘ Statistics curricula are in the primary and secondary schools levels. Statistics is taught as prerequisites for all subjects. ⌘ Periodic media briefings on the status of statistical development in Sudan; ⌘ Statistical workshops for Journalist held (no. of workshops & of participants) ⌘ Media advocating for importance of statistics through jingles, case for statistics in news papers, radio and television. ⌘ Journalist using data to support their stories ⌘ Disseminating official data through various media channels. ⌘ Media seeking support of the public for the statistical programmes and government financial support for statistical organizations. ⌘ Workshops targeting Ministers, Undersecretaries, DGs, Directors, Parliament, Judiciary (proceedings of workshops available)	⊕ Government and University authorities believe in statistics as being crucial. ⊕ Resources available for Statistical advocacy.

Strategic Goal 2

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Organizational and Institutional Development	• NSS Statistics Act in place by 2012/2013 placing CBS and MDAs/States stats Units at the Centre of government. • Other existing laws guiding data generation streamlined with the NSS Statistics Act. • CBS restructured to include General Directorate for Coordination; Field Organization, Research, Standards and Methodology; Improvement of the System of Administrative Statistics. • Establishment of high level separate outfits for statistics and uniform across the board of the MDAs/States. • Basket of funds from government and donors established for statistical development. • Coordination bodies established both for within MDAs/State/CBS coordination and for NSS coordination;	• Statistics Act accented • MDA/State Statistics Units functioning rendering periodic reports. • Cabinet memos on common Statistical Service available • Surveys and censuses are well coordinated and Reports available.	✓ Government supportive of strengthening statistical out fits organizationally and institutionally. ✓ Willingness of government to approve the operation of Common Statistical Services. ✓ Funds available to run the new organizations and equip them.

	● Concept paper on establishment of common statistical service, technically managed by CBS and administratively managed by the US done and approved; ● Surveys and censuses carried out under coordinated programme and collaboration of MDAs/States with CBS from 2012; ● Compendium of Statistical Standards, concepts, definitions, classifications and methodology compiled by 2012/2013 and in use by 2013 – 2016 for all surveys & censuses.		
--	--	--	--

Strategic Goals 3

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Human Resources management and development	Frame work for Human Resources developed and being implemented by 2012/2013	Reports of new developments are available.	✓ Resources availability
	Task force prepared job profiles and functions correspondingly with career paths and salary grades	- Training Programme implemented - Number and category of staff trained.	✓ Government's will to improve conditions of service for statistical personnel
	System of internal promotion set-up and working by 2014	Curriculum incorporating relevant areas for the development of official statistics is available.	✓ Training Institutions willingness to review curriculum for statistics.
	Training programme for the improvement of all categories of statistical personnel developed and ready for implementation in 2012 onwards;	- Joint training programme is in place - Increase in users using data by about 25%.	✓ Fund is available for all the innovative programmes. ✓ Partners are willing to work together.
	Training on policy processes and development frameworks integrated into the curriculum;	- Statistical Training centre improved environment and programme of training running efficiently - Increased number of trainees	✓ Users willingness to learn. ✓ Fund availability
	CBS has links and collaborating with Training Institutions in implementing the	Published available Journals – annual-.	✓ Fund availability
	CBS has links and collaborating with Training Institutions in implementing the	Collaboration programme to implement research agenda is on-going between CBS/MDAs/States and	✓ Willingness on the parts of Statistical organizations and research Institutes to collaborate.

	curricula relevant to NSS work; ● Training of key users on data handling and interpretation by CBS and Training Institutions; ● Refurbishing the CBS Statistical Centre and link with a University; ● Sudanese Statistical Society is supported by CBS to publish journals and for continuous education programme. ● Research agenda to inform government policy formulation prepared.	researchers. Research reports are available and being used by policy makers.	✓ Fund available for carrying out research.
--	--	--	--

Strategic Goals 4

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Infrastructure Development Physical	Plan to build is executed:- ● A stake-of-the-arts headquarters for CBS available by 2015; ● State branch offices for the remaining States (11) in phases. ● States buildings now existing (6) substantially enhanced ● Remodeled and renovated.	✚ Headquarter office complex is available and being used. ✚ Additional (11) branch office buildings in place and being used. ✚ (6) branch offices enhanced.	Fund is available for the building project. Government's determination to see this done
Equipment renewal for the CBS/MDAs/States	● Plan/Inventory of equipments to include photocopiers, scanners, fax machines, furniture, carpets, air conditioners, fans, file cabinets, storage racks/cupboards, wall chocks, fridges curtains in adequate quantity and quality made and approved for purchase.	✚ Purchased sets of equipments are in place with inventory boards completed for them.	Fund is available for the purchases
Office spaces for the MDAs and State statistical offices at the MDA main offices.	● Adequate office spaces allocated to the MDA/State Statistical System.	✚ The new offices are available being occupied by the MDA/State statistics outfits.	MDA/State authorities' willingness to create a conducive environment for Statistical Units.

Statistical Infrastructures	(a) The following statistical Infrastructures are developed and maintained or procured:- ➤ Business register ➤ Frame of EAs ➤ Compendium of definitions, concepts, methodologies, classifications manuals. ➤ Guides to specific surveys ➤ Manuals to guide data collection and supervision ➤ Metadata for produced data products are available ➤ Sectoral data developed and available.	☑ All the listed infrastructures are in place and being used to guide surveys; ☑ Proper documentation are available; ☑ List of task forces that worked on these available ☑ Databases operational	Fund availability.
	(b) Estimate and plan of purchase of vehicles and survey equipment to support survey work made and available 2012/2013	☑ Number and types of vehicles purchased along with distribution list available; numbers of survey equipment by types available and are in operation (2013 onwards to 2016)	Fund is available

	(c) Development of a National Integrated Household Survey System and preparation of the National Master Sample Frame 2015 – 2016	Master sample and Integrated Household Survey System developed and in operation for the 2017 – 2021 Surveys.	Fund and expertise available
	(d) -GIS employed to digitalize EAs; -Setting up of standards of protocols for GIS data collection and exchange -Establishment of national GIS data repository.	Digitalized EAs available developed standards and protocols for GIS data collection are available and in use. Reports of use National GIS data repository in place and in use.	Fund and expertise availability
	Field organization is created by 2012/2013 within CBS	Report of field organization in CBS functioning from 2013	The will to set it up and available for use of all directorates
	Linkage of BR to other registers.	Documentation of linked registers available	Fund and expertise available.
ICT Infrastructure development	Inventory of needs and plan for purchase of PCs, laptops, printers network equipment, IT accessories, and LAN, WAN and Internet facilities; software package	Report of numbers, distribution details of all ICT equipment, facilities supplied and already in place.	Fund availability

Strategic Goals 5

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Harnessing IT for statistical production process	Development and implementation of standards and infrastructure to support more effective use of IT for data production and enhancement of quality. Installation of Internets and extranets for the entire MDAs/CBS of the NSS Creation and maintenance of an NSS website to facilitate data sharing and communication	■ Report of set of standards and infrastructure in use ■ Enhanced coordination is in place from 2012. ■ Reports of data exchange using these facilities available ■ Website in place and operational	Fund to install facilities is available and facility is efficiently maintained. Fund availability and expertise for its operation available.

Strategic Goals 6

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Data Development and management	Data needs assessment carried out Inventory of available data compiled Derived data gap from the needs and availability of data assessment.	Details of data gaps available in a report. Reports of assessments of need and data available compiled	
	Development of statistical programme to fill the gaps A 5-year programme available	Programme of statistical surveys/data gaps available being implemented from 2012. Data from them available from surveys six months after.	Fund availability to execute the programme Personnel and expertise available
	Strengthening of the existing MIS (EMIS, HMIS) Development of other areas of administrative records (CRVS) carried out	Strengthened EMIS and HMIS working - Reports of its operation - CRVS is in operation and others - MOUs available for collaboration	Fund & capable personnel available Fund and personnel availability
	Systems and techniques for institutionalizing production and use of data at sub-national level by 2012/2013.	Statistical Systems at sub-national levels are working – reports of progress available Report of progress available Number of persons trained	Fund and personnel available Fund availability

	Develop programme of engendering statistics 2012/2013 Training has taken place.		
	Development of joint programme of adopting participatory approach to supplement quantitative data (NMES & CBS & MDAs)	MOUs of collaboration available. Report of participatory measure available.	Fund available and willingness to cooperate and collaborate.
	Collaboration in surveys and censuses established between the CBS and MDAs/States. Combining sources of data for better production of statistics so as to minimize cost.	MOUs of collaboration available. Improved data release in terms of quality and timeliness.	
	✓ Production of mandatory statistics by CBS continues (GDP, Prices, CPI, PPI, FIS, SYB, Sudan in Figures...etc.)	MOUs in submission of data by the MDAs. Data released much more timely and of good quality.	
	✓ Sect oral and state databases plus national databases established; linkage of databases completed.	Reports of databases in operation and in use.	Fund availability and technical expertise available.

	✓ Established data warehouse for various micro-data types for easy access by research & with all confidentiality rules observed.	Report on the operation and use of data Warehouse.	Fund and expertise availability.
--	--	--	----------------------------------

Strategic Goals 7

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Improvement and Coordination in the System of Administrative Statistics (SAS) across the NSS	The mechanisms for coordination of administrative records/data across government are developed (orderly record keeping and compilation of statistics from the records put in place).	SAS is working and periodic reports of its work available.	Willingness of the partners and resources availability.
	✓ NMES framework is established; ✓ General Directorate on Improvement of System of Administrative records established at CBS; ✓ Established relationship between M&E functions and data production; ✓ Ensure data use by M&E Units and supply or data sharing network established.	✓ Report of collaboration between NMES and CBS on data use. ✓ MDAs/States relationship with M&E units is strengthened. ✓	Willingness to work together of all parties.
	✓ Forms/Registers and formats standardized ✓ Regular Training of data recorders taking place ✓ Supervision for the recorders (registers)	System installed and operational	Continuity and acceptance of all parties to work together.

	✓ Coordination between MDAs and registries and CBS.		
	Established MOU's for MDAs, CBS and NMES.	Reports of collaboration and working agreements (MOUs) available	Fund availability and coordination working.

Strategic Goals 8

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Data Dissemination Policy and Plans	Publication Unit established at CBS and if now there strengthened	Report and register of disseminated products available; Quarterly/annual reports available. Release calendar available Database operational	Commitment to implementation.
	✓ All statistical products available on CD-ROM, on the website and in hard copy publications; ✓ Dissemination through press briefings/releases and through workshops beginning from 2012 to 2016 ✓ A release calendar for all reports produced by the NSS published annually in January. ✓ Release of data in accordance to the IMF's GDDS guidelines and in line with the Fundamental Principles of official statistics from 2012.		

	✓ Preparation of a brochure of available statistical information specifying which are priced by 2013. ✓ Annual Reports of the micro data released to the researchers from the warehouse prepared. ✓ Standardized and harmonized databases containing data from different MDAs and states established by end of 2013 ✓ Workshops (2)/ year to train existing and potential users of statistics on accessing, handling and correct analysis of data.		
--	---	--	--

Strategic Goals 9

Summary of Goals & Anticipated Outcome	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Coordination of Censuses and Surveys	✿ Surveys and Censuses are jointly carried out among CBS and MDAs and States from 2012. ✿ MOUs are prepared to back such joint collaboration ✿ Joint participation to make Surveys/Censuses cost-effective ✿ Training on Surveys/Censuses responding to development frameworks review process ✿ Prepared Census Programmes responding to data needs ✿ Funds mobilized for the Surveys/Censuses programme	✿ List of Surveys and Censuses carried out ✿ List of MOUs signed by all the parties involved ✿ Savings in costs of Surveys ✿ Time-table of Surveys synchronized with when data is needed ✿ Census data are relevant to needs ✿ List of Surveys & Censuses implemented	✓ All parties willingly working together ✓ Willingness to work together - All parties ✓ Compromise on training on Surveys ✓ Endorsement of the Programme by all parties. ✓ Fund mobilization succeeded

Strategic Objectives 10

Summary of Goals & Anticipated Outcomes	Objectively Variable Indicators (OVIs)	Means of Verification	Important Assumptions
Statistical Auditing for Compliance	⚙ Auditing guidelines is prepared by 2012 ⚙ Conduct of statistical auditing of major statistical collections (Surveys, Censuses, Administrative registers) every other year (2012,2015) base lines and standards ⚙ Regular appraisal system of classification and codification that have been used	📄 Auditing guideline document is available 📄 Report of Established quality attained for each collection 📄 Reports of appraisal are available	✓ Commitment to implementation ✓ Use of correct methodology ✓ Actions taken on findings