Ministry of Planning

Bureau of Statistics & Census

2018-2023

Libyan National Statistics Development Strategy

Libyan National Statistics Development Strategy

2018-2023

Introduction

The National Statistics Development Strategy in Libya (NSDS) which will be applied during the period (2018-2023) is an ambitious vision that aims to transform the national statistical system into a modern, credible and competent system that produces qualitative statistics fully compatible with the user's needs. The strategy focuses on developing and improving administrative information systems between ministries, institutions, bodies and departments, engagement with non-traditional data producers and the need to facilitate users' data access.

This strategy includes 7 goals addressing jointly the main interventions in capacity-building area, and they are the necessary conditions that the Bureau of Statistics and Census (BSC) needs to fulfill given that the statistical legislation is no longer up-to-date to recent developments and capable of providing the qualitative statistics that responds to the users' need. Therefore, strengthening the human resources as well as physical and statistical infrastructure is necessary. Statistical operations require a developed program to generate sequential data in order to avoid duplication and waste of resources. Statistical policies need to be developed to provide the necessary mechanisms that ensure confidentiality, data access including data publication and micro-data, and the implementation of sustainable arrangements to fund the national strategy for national statistics throughout the whole six years and beyond by governmental and development partners.

This strategy was prepared in close cooperation with stakeholders in public and private sectors, particularly the major development institutions and research communities. Remarks of all partners including ministries, bodies and departments were taken into consideration. Partnership in Statistics for Development in the 21st Century (PARIS21) and the United Nations Population Fund (UNFPA) contributed as well in preparing this strategy.

Despite making every effort possible to define activity priorities and reduce the cost , capacity-building and data collection remain as two vital activities that require substantial financial support for strategy implementation and beyond. Therefore, the strategy's ultimate goal aims to make funding resources more reliable besides linkages with both national and international partners to ensure that national statistical system benefits from external experience and innovations via a larger network of active statistical parties.

Allow me to commend everyone who contributed in the strategy development. We should all be aware that the mission of meeting data demands during the reconstruction period is increasing significantly more than ever before. I recommend this strategy due to its comprehensiveness and deep sequencing of the activities it contained, and I also ask all stakeholders to do their part in supporting its implementation to achieve the vision and message for which this strategy was prepared.

Prof. Dr. Taher Al-Jhimi
Minister of Planning

Preamble

The Libyan National Statistics Development Strategy (NSDS) 2018-2023 is a comprehensive strategic document that guides the development of national statistical system to provide the necessary data for decision-making based on evidence in order to achieve the sustainable development. It sets out a vision for the next six years (2018-2023) and provides features that the National Statistical System needs to obtain in order to turn this vision into a practical reality.

This strategy aims to create a system capable of meeting the users' needs by providing a basis for strategic administration directed at achieving results for the National Statistical System, as well as working as a framework for resource mobilization and management under the current unstable political and economic situation. It is highly expected that the gains made during the strategy implementation will be used in the future.

This strategy came to increase the BSC's capacities along with all the Libyan statistical system's components in public and private sectors. It provides an opportunity for the organized statistical work that aims to provide necessary data for decision-making on a sound basis and contribute in the process of State-building and the development's sustainability. This strategy provides also an opportunity to mobilize resources from both the government and our development partners.

Prof. Dr. Abdella Zidan Allag
Chairman of the Board
Bureau of Statistics & Census

fulfills the private sector's demands including non-profit organizations and development partners, providing them with data to guide decisions of investment and development interventions, and to meet the needs of researchers for data in order to carry out more in-depth analysis.

It is expected that the National Statistical System will provide the largest part of data requested by users in Libya. This system is composed of data users, producers and suppliers who the BSC needs the coordination among them in order to produce the required official statistics. Production and publication of official data implies the organization and implementation of a number of censuses and surveys covering large areas of economic and social statistics including population, buildings and housing census, as well as other demographic statistics, national accounts data and indicators of consumption prices. The coordinating role taken over by the BSC includes providing advisory and technical services for all users about statistical issues and ensuring the production of good official statistics by encouraging the use of internationally accepted standards to all national data producers. The Bureau is also in charge of supervising the consistency and continuity of official data series This strategy is considered to be the first national statistics development strategy in Libya, as it provides the strategic guidance for the State's national statistical system for the years 2018-2023. The strategy focuses on creating an appropriate environment for the functioning of statistical system while focusing on the production of qualitative statistics that meet the users' needs and provide the public sector with official statistics, enabling it to make evidence-based policies and track the impact of policies on the population's social and economic welfare. The strategy.

The statistical production in Libya will be provided with a large collection of national, continental and global strategies related directly to statistics production or that place data requirements on the statistical system. The most important principles are the United Nations Fundamental Principles of Official Statistics, African Agenda 2063 and the Sustainable Development Goals (SDGs) 2030.

Internal and external factors affect the statistical production in any national statistic system. In Libya, external factors has a negative impact on the statistical production include political unrest and statistical uncertainty resulting from it, low oil prices in world market leading to lower export earnings and therefore insufficiency in resources allocated for statistics, beside the presence of a statistical law that needs to be amended to cover the centrality, independence and coordination role of the BSC in the National Statistical System.

Internal factors having a negative impact on statistical production include low statistics culture, insufficiency of physical infrastructure and Information and Communication Technology (ITC), as well as the interruption in some statistical series which lead to the inclusion of parallel series.

On the positive side, the country has a small number of population enjoying high rates of literacy (around 80%) which makes it easy to find a group of educated youth to occupy positions in the national statistical system where leadership, management and commitment to change are manifested. The emergence of computers, internet and mobile devices for data collection is an opportunity that the statistical system needs to benefit from. The United Nations' goals for sustainable development came in the right time since demands on more data provides the opportunity to strengthen the statistical system's capacity through national and international support.

The strategic approach of the National Statistical System is manifested through a vision, a message and seven strategic goals explained as follows:

Vision: That the National Statistical System shall be modern, credible and effective by the year 2023.

Mission Statement: Producing good quality statistics that meet the users' needs.

This can be achieved through seven goals:

1. Improve Policies as well as organizational and Institutional Frameworks.
2. Improve Human Resources Development and Management Frameworks.
3. Upgrade Physical and Statistical Infrastructures.
4. Develop and Improve Statistical Operations.
5. Develop and Implement Statistical Policies.
6. Develop Sustainable Funding Mechanisms.
7. Develop Cooperation Arrangements with National and International Institutions

Each one of the seven goals is associated with a number of strategies, they are 29 in total.

Within the framework of each strategy, there are activities to be carried out with a cost associated to each one of them over the six coming years. There follows a summary of the national statistical system's budgetary allocations by year (Figure 1) and by goal (Figure 2).

Figure1: The national statistical system's budgetary allocations by year

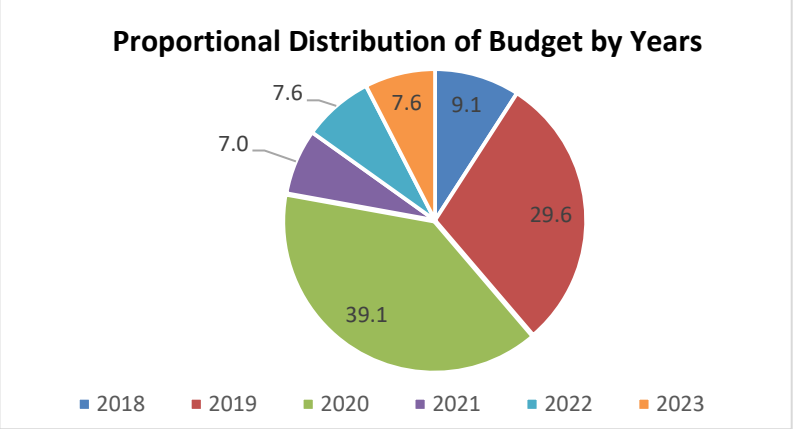


Figure 1 shows that the largest part of resources is at its maximum in years 2 and 3 (2019 and 2020). The contributing factor here is that most of the preparative work will take place in year 1 which would lead to deferring key data collection to the following years.

Figure 2: The national statistical system budgetary allocations by goal (2018-2023)

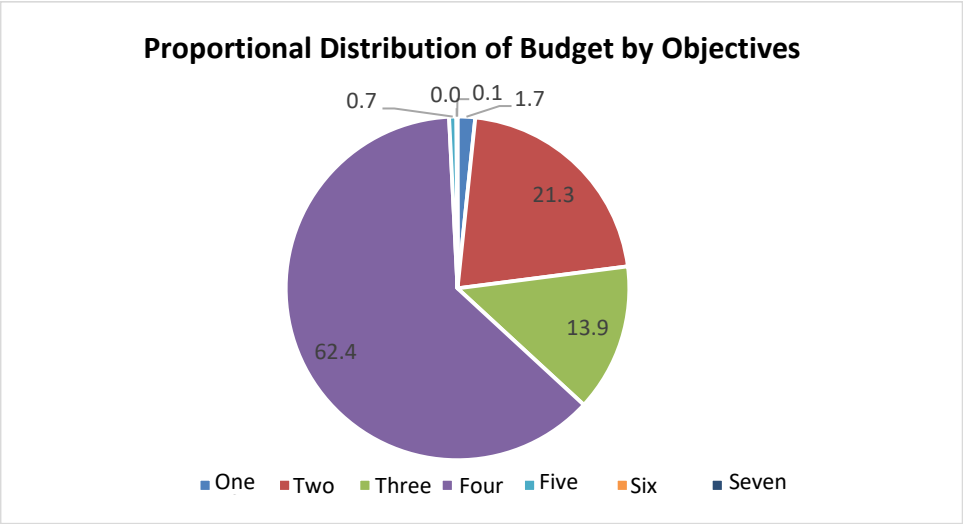


Figure 2 shows that the largest part of the NSDS's budget will be spent on carrying out activities under goals 2, 3 and 4 representing 95.5% of the resources. These goals include training employees and increasing their skills level, providing the BSC with new and well-equipped offices besides upgrading and carrying out new censuses and surveys. These activities are necessary for a country coming out of an unstable situation.

Chapter One: Introduction

General framework:

Libya is located in North Africa with a geographical space amounting to around 1.7 million square kilometers and a population of 6.4 million inhabitants. It was one of the countries with the highest GDP per capita in Africa reaching 14.000.00 US Dollars coming mainly from oil export. However, in the recent years, the country was subjected to instability which led to a decrease in oil production. This had a negative impact on several sectors including BSC and the national statistical system.

The BSC was established in 1953 and carried out the first population and housing census in 1954. That required enacting the Statistics Law in 1953 which was updated in 1963 and remained as the guiding law to the date. In 2014, a law update and revision were carried out but it has not yet been published.

1.2 The goal:

This strategy aims to develop a comprehensive plan to guide the National Statistical System development for the coming six years, taking into consideration the main mission which is

providing data related the reconstruction process in Libya, which will provide the first primary background for statistics development. Chapter two demonstrates links with national, continental and international development programs as well as principles and frameworks. Chapter three analyses the current situation, Chapter four analyses strengths, weaknesses, opportunities and challenges while Chapter five demonstrates the national statistical system's strategic approach by vision, message, values, goals and strategies.

Chapters six and seven set out a plan of cost-effective activities while the last Chapter summaries the final framework of monitoring and evaluation.

The NSDS was drafted to develop statistics according to the international guidelines covering the following areas:

1. Providing sufficient support from high-level decision-makers.
2. Analyzing the current situation using a precise methodology.
3. Developing the vision, message, strategies and work-plans in accordance with the available resources.
4. Alignment with development goals.
5. Provision of data for administrations that rely in their work on results of statistical work.
6. Meeting the needs of users.
7. Compliance with international standards and obligations.
8. Coverage of the entire national statistical system.
9. Working on capacity-building of data producers.
10. Giving priority to government funding.
11. Working as a framework of external assistance.
12. Monitoring and evaluation.

Writing the strategy

The seven design phases presented by the PARIS 21 Guide were adopted to a large extent in the preparation of this strategy:

Phases 1 & 2:

Emphasizing the need for this strategy and understanding its development process as it started in early 2016 upon the BSC's request to gain support from the international community. This request was culminated with sending a joint mission of PARIS 21 and UNFPA to evaluate the national statistical system.

Phase 3:

The BSC contacted PARIS 21 to obtain technical support in order to start with the preparation process early 2017. A drafting team was gathered (full details of names are mentioned in Annex 2) composed of the BSC and some other sectors as well as UNFPA experts.

Phases 4, 5 & 6:

The current situation was evaluated, target vision in the future was presented and strategic goals were identified. This process was carried out with a technical support from PARIS 21 and UNFPA. The PARIS 21 Mission carried out two tasks during two one-week workshops, and provided remote support in this process. The first workshop was in Tunis in July 2017 which gathered the drafting team composed of the BSC, a number of national partners, UNFPA and a consultant from PARIS 21. During this workshop, a small working group was formed to work remotely with the consultant expert along with consultations inside Libya which will be culminated in the issuance of the final document.

Phase 7:

The primary elements of the action plan to implement the NSDS were finalized during the consultant expert's second visit in September 2017. A workshop by the end of September took place to start this operation.

Chapter Two: Circulation of National, Continental and Global Development Agenda, Frameworks and Principles.

2.1 Introduction

This strategy combines national, continental and global development programs as well as principles and frameworks to guide statistics production in the National Statistical System in Libya. Despite the existence of many of these programs, principles and frameworks, this Chapter only addresses the most important ones.

2-2 National Development Plan

Despite the fact that Libya is undergoing a political instability, it is expected with an improvement of the situation that the authorities will develop a new development agenda reflecting the transformation that the country has to undergo in order to achieve its goals. That will require qualitative statistics to measure and monitor the indicators to guide national policies and planning operations.

2.3 Continental and global development programs

On continental and global levels, the NSDS complies with the following agenda:

- **The African Union 2063 Strategy of the year 2013**

The African Union 2063 Strategy is as a strategic framework aiming to transform the socio-economic situation of the African continent over the course of 50 years via seven aspirations directed towards achieving results. It set several goals, strategies and purposes in various ambitious areas, and it will form the basis of partners' accountability. Therefore, this framework will require a lot of data from African countries.

- **The 2030 UN Program about Sustainable Development Goals**

The 17 goals of sustainable development adopted by world leaders in 2015 entered officially into force on January the 1st, 2016. Goals of sustainable development acknowledge that poverty eradication goes hand in hand with improvements in education, health, social protection and job opportunities along with addressing climate change and protection of the environment. It is expected that countries monitor and overview the progress made, which requires good data that can be accessible at the right time.

4.2 Principles and international frameworks

On the international level, the NSDS is in line with the following guidelines and main principles:

United Nations Fundamental Principles of Official Statistics for the year 1994:

The 10 fundamental UN principles guarantee that statistical systems of countries produce suitable and trustworthy data adhering to certain scientific and professional standards.

Reference Regional Strategic Framework for Statistical Capacity-building for the year 2006

This framework was prepared to enhance development programs and good governance in Africa through "directing and accelerating activities of sustainable statistical capacity-building. On the international level, the regional strategic reference framework is currently guided by the Busan Action Plan for Statistics approved by the government in November 2011.

The framework was carried out through three themes:

(1) Fulfilling the users' needs;

(2) Enhancing the statistical systems management;

(3) Ensuring the sustainability and irreversibility of statistical development.

These three themes were achieved through the statistics alignment strategy in Africa on the continental levels, and strategies of national and regional statistical development on both the regional and country level.

- Investing in major statistical infrastructure;
- Taking advantage of current data sources.
- Effective use of modern techniques.
- Strengthening analysis by both data users and producers.
- Enhancing data publication.

- Abiding by the international frameworks.
- Updating the legal and organizational framework in conformity with the UN Fundamental Principles for Statistics;
- Enhancing coordination and communication among active actors in statistics.
- Development and effective use of human resources.
- Mainstream of statistics as a main support activity for the development process to improve governance and accountability.
- Enhancing funding and sustainability of statistics as a support to the implementation of NSDS.

The African Statistics Charter 2009

The African Union Commission (AUC) developed the African Statistics Charter which is based on UN Fundamental Principles for Statistics to organize statistical activities in the continent. The Charter adopted by the African Union in 4 February 2009, calls for African policy makers to support the development, monitoring and evaluation of policies related to facts and realities. It also works as reference to the statistical work in relation to the Code of Ethics and best practices.

Statistics Strategy in Africa 2009

The statistics standardization strategy in Africa is considered to be the executive tool of the Marrakech Action Plan for Statistics. It was adopted in the African Union's Conference for Finance and Economy Ministers in Kampala, Uganda in July, 2010. Its main goal is to support the regional and continental complementarity with the statistics coordination under four strategic themes:

- Production of qualitative statistics for Africa.
- Coordinating of producing qualitative statistics for Africa.
- Sustainable institutional capacity-building for the African statistical system.
- Strengthening the culture of good decision-making.

Code of Practice for the European Neighborhood South Countries

It is the code derived from the European Statistics Code of Practice for the ENP-South Countries.

Chapter Three: Analysis of the National Statistical System's Current Situation

3.1 Introduction

The National Statistical System follows a comprehensive approach to produce official statistics and use them effectively. It includes a legal framework, institutional and organizational arrangements as well as guidelines for official statistics collection, management and publication. It ensures that all implementers use the same methodology and procedures. The National Statistical System is composed of data producers, users and suppliers. The interaction between these three implementers is extremely important in building an efficient national statistical system that produces qualitative statistics. The system also provides a logical framework for all national and international statistical systems, and to support local and international donors for these programs.

3.2 Importance of statistics and their use:

We do not want to stress too much here on the importance of statistics and their use which is known to all, however we would like to address several statistics users and their various uses as explained below:

- **The government:** Ministries, administrations and governmental agencies are the main users of statistical data and information in the State. They use statistics to evaluate policy and programs' options to improve the residents' welfare such as building roads and schools, providing clean water and relief to the displaced persons. In Libya, these options will appear with the progress of reconstruction process.

- **Private sector:** Economic agents use data in the private sector to evaluate opportunities, risks and expectations. Decision-making about investment and market targeting requires precise good-quality data.

- **Researchers and training institutions:** Most of the collected data are not used sufficiently, therefore, researchers add a value to data by bringing their expertise in data analysis and giving enlightened comments about the "cause and result" for the majority of phenomena.

  Training institutions use real data for teaching and clarification purposes. These institutions also play a central role in meeting the training needs of the national statistical system in the State.

- **Non-profit organizations:** These organizations require comprehensive statistical information to implement projects and make institutions accountable to its electors.

- **Public audience:** The public needs statistics to hold the government and other authorities accountable. Besides, the data enable them to make enlightened decisions.

- **Development partners:** Development partners use statistics to guide their interventions and provide general reports about progress made in development.

3.3 Statistics sources:

There are mainly two groups of data sources: primary and secondary. Primary sources cover results of censuses and surveys, while the secondary sources cover data collected essentially for purposes other than the creation of official statistics. These data include all types of administrative and private sector data. If these sources were well exploited, they can reduce costs of carrying out censuses and surveys.

3.4 Statistics of fragile States:

Statistics are especially important in fragile States, as in this case, a number of social indicators are required to monitor the "demographic pressure", collective movement of refugees and IDPs, welfare and quality of life.

3.5 Current governance mechanism of the national statistical system

According to the internal organization of the BSC, it is built of seven administrations which are:

- Administration of population and social statistics.
- Administration of vital statistics.
- Administration of economic statistics.
- Administration of methodologies and quality control.
- Administration of human resources.
- Administration of information systems and technologies.
- Administration of administrative and financial affairs.

In addition to two offices which are the legal affairs and the domestic review offices.

3.6 Influential factors in the statistical development

This section highlights the key points coming from the analysis of the current statistical environment in Libya from the evaluation report which was carried out by an external team in March 2016. Under the lack of previous national strategies for statistics development, this analysis provides valuable basic material in relation to restrictions facing the national statistical system in Libya. These documents were updated to some extent by applying an analysis of strengths, weaknesses, opportunities and threats for the year 2017, as well as carrying out more consultations during the preparation of these national statistics development strategies.

3.6.1 External factors

A summary of some external factors influencing the statistics development in Libya is as follows:

First) Political

Since 2011, Libya went through an instability that affected different State administrative and service departments which caused the BSC's inability to carry out statistical surveys, delay in

obtaining administrative records data, along with the shortage in necessary material to carry out surveys and data collection from institutions, sectors, economic installations as well as individuals and families.

Nevertheless, officials assigned with data collection showed a flexibility facing the instability and that should be supported.

Second) Economic

The country's economy relies significantly on oil exports which contribute with around 95% of the exportation revenues. The current global recession led to a decrease of oil prices which affected the State budget negatively and statistical operations consequently.

Third) Social

Literacy average in the country is around 80%, which is a good sign for capacity-building of human resources in the statistical area.

Fourth) Technological

Despite the fact that technology advancements provided more opportunities (computers, internet, mobile devices, etc), they have not been fully achieved for statisticians in Libya, due to the lack of financial means.

Fifth) Legal

Even though the 1963 law authorizes the BSC to carry out censuses and surveys with a certain degree of independence, stability in the near future can provide an opportunity to start over and amend the law so that it includes giving the Bureau a semi-autonomous status with its own ToRs.

Sixth) Environmental

Given the country's vast land area and population spread in it, statistical operations require the provision of necessary human and material resources to reach all areas and be able to carry out statistical operations whether they were censuses or surveys.

Seventh) International

The United Nations Statistical Commission's official launch of sustainable development goals in September 2015 and its adoption by the General Assembly in January 2016 provide new opportunities for the statistical development in Libya.

Whereas Libya did not sign or approve the African Statistics Charter, and given that the Charter focuses on the political support of statistics on the national and continental levels, it is important to sign and approve soon.

Other opportunities are available via the MEDSTAT IV Program which is supported by the European Union. The program encourages the formation of working groups in areas such as

statistics of businesses, energy, labour, migration and comprehensive issues such as training and statistical quality.

3.6.2 Domestic environment

The following domestic issues in the system affect the statistical development in the country:

First) Leadership

The BSC showed its commitment to the statistics development in the State; however it has to remain committed to the full implementation of the NSDS during the strategy's implementation period.

Second) coordinating the national statistical system

Although Law 16 of the year 1963 clearly states the coordination role of the BSC in the national statistical system, the Bureau was not able to play that role due to the insufficiency of capacities. That was further exacerbated by the lack of developed statistical units in Ministries, departments and other institutions.

Third) Partners

The political instability prevailing in the country makes it difficult to define partners and users' needs.

Fourth) Awareness of the statistics' importance

There is little awareness of statistics produced under the national statistical system. This lack of awareness of the role played by statistics threatens the opportunities of obtaining sufficient funding.

Fifth) Statistical capacities

The national statistical system has an insufficient number of qualified employees, and limited evaluation capacities for the employees' skills in missions, leading to a low productivity. Work environment in both the official headquarters and regional offices does not contribute to the production of qualitative statistics. Furthermore, the information and communications technology's infrastructure is inadequate.

Sixth) Data quality

Despite the overall compliance to the international standards, a number of time series witnessed several interruptions and inconsistencies. Also, there was a limited geographical coverage and low rates of response especially in the economic institutions' surveys.

Chapter Four: Analysis of strengths, weaknesses, opportunities and challenges of the current national statistical system situation

4.1 Introduction

This chapter provides an analysis of strengths, weaknesses, opportunities and challenges of the current national statistical system's situation and gives the current status of system's ability to produce and publish official data. This chapter is concluded with a summary of the main characteristics of an efficient national statistical system that national strategies aim to address and develop.

4.2 Analysis of strengths, weaknesses, opportunities and challenges

4.2.1 Strengths

(a) Existence of a legal framework that enables the BSC to produce official statistics.

(b) Leadership and specialized management for the BSC.

(c) Good relationships with international agencies specialized in statistics.

(d) The existence of some expertise and competences within the BSC in the area of statistics.

(e) Availability of some ITC infrastructure in the BSC, in addition to few other ministries.

(f) Availability of databases in the BSC, ministries, administrations and agencies.

(g) A long history of stability and neutrality that characterized the BSC in the midst of the changing political and economic situation.

(h) The existence of a link with some ministries, administrations and agencies.

4.2.2 Weaknesses

(a) Lack of statistical coordination between sectors.

(b) Weak BSC role on the national level.

(c) Legal framework is not keeping pace with recent developments.

(d) Insufficiency of financial resources.

(e) Insufficiency of the infrastructure.

(f) Insufficiency of human resources and capacity-building.

(g) Lack of statistical units in several sectors.

(h) Weak use of ITC in ministries, administrations and agencies.

(i) Weak statistical culture and awareness among users.

(j) Weak compilation of routine data between ministries, administrations and agencies.

(k) Weak statistical advocacy (promoting the use of statistical data).

(l) Lack of priorities for statistical activities from the government.

4.2.3 Opportunities

(a) A strong will from the BSC's leadership and administration to achieve institutional and organizational changes.

(b) Launch of sustainable development goals which require a great number of precise statistics.

(c) Increased availability of technological creations.

(d) Availability of partners in the national statistical system.

(e) An opportunity to reconstruct the new, modern and affective statistical system.

(f) Existence of partners willing to support the statistical development in the country.

(g) Use of modern technology in some surveys (use of tablets in multi-sectoral surveys for the year 2016-2017 by the BSC as well as the National Center for Diseases Control NCDC).

4.2.4 Challenges:

(a) Primary statistics are not given for the time being because of the social and political unrest.

(b) The continuity of political instability.

(c) Relying on other data sources on the national and international levels.

(d) Economic recession on both national and international levels, which limits the availability of resources.

(e) Lack of national statistical system's coordination mechanisms.

(f) Low salaries of employees in the statistical area.

4.3 Summary of challenges and main characteristics of an efficient national statistical system

4.3.1 Summary of challenges

The previous analysis mentioned the presence of several challenges affecting the national statistical system in almost all areas of statistical capacity-building: current political unrest and economic recession leading to uncertainty and low revenues, insufficiency of old legislations which lead to unfavorable mechanisms for the government and coordination, lack of a sufficient number of employees qualified to supervise the national statistical system, lack of statistical units in some ministries, administrations and agencies which makes it difficult to coordinate with them, and the lack of sufficient physical infrastructure and an ITC infrastructure which impedes generating qualitative data.

4.3.2 Summary of an efficient national statistical system's characteristics

Upon full implementation of NSDS, it should lead to the emergence of a national statistical system which includes the following characteristics that can provide qualitative statistics:

- Operations based on continental, regional and global principles of official statistics.
- A sufficient and recent legal framework.
- Common vision with a time-frame.
- An unequivocal strategic approach.
- A user centered system that is paid for by users.
- A strong governance structure.
- Leadership and effective management.
- Effective coordination, cooperation, networking and information exchange mechanism.
- Awareness quality.

Chapter Five: Vision, message and strategic goals

5.1 Introduction

This chapter defines vision, message, fundamental principles and strategic goals related to the NSDS.

5.2 Vision and message

Vision: To be an effective, trustworthy and modern national statistical system by the year 2030.

Message: Producing high-quality data that meet the users' needs.

5.3 Fundamental principles

Fundamental principles and guidelines which will lead the national statistical system to achieve the desired outcome from statistics and indicators are:

5.3.1 Independency and professionalism: The national statistical system will work with precision under professional considerations without the intervention of any party, and use scientific principles and professional ethics in relation to methods and procedures of collection, procession, storage and presentation of statistical data.

5.3.2 Guaranteeing data quality: The national statistical system is committed to producing data that comply with quality dimensions in terms of time, credibility, consistency, comparability, quality and accessibility.

5.3.3 Collecting data and resources: Official statistics provide an indispensable element in the information system of a democratic society. Therefore, the government has to provide the necessary legislative framework which enables the national statistical system to function.

5.3.4 Confidentiality: The national statistical system will guarantee the protection of "individual data" for data suppliers. The system will deal with statistical information as strictly confidential to be used exclusively for statistical purposes.

5.3.5 Coordination and cooperation: The national statistical system will encourage and develop mutual coordination and cooperation arrangements (including information exchange) between producers and users.

5.4 Objectives and Strategies

This National Statistics Development Strategy has 7 objectives, with 30 accompanying strategies, that aim at strengthening the national statistical system so that it will perform its functions with better effectiveness and efficiency

5.4.1 Specific Objectives and related Strategies

Table 1 lists the National Strategy's specific objectives and the strategies of each of them

Table 1: Specific Objectives and their Strategies

Objective 1: Improving Policies and Regulatory and Institutional Frameworks

Strategy 1	Create the National Committee for Statistics headed by a minister or another senior official from the government
Strategy 2	Create a Technical Advisory Committee for National Statistics headed by the Director of the Bureau of Statistics and Census
Strategy 3	Update statistical legislations so that they reflect the new structure of administration and coordination within the Bureau of Statistics and Census and the National Statistical System

Objective 2: Improve Human Resources Development and Management Frameworks

Strategy 1	Assess the number of employees and required skills needed by the Bureau of Statistics and Census and Statistical Units within ministries, agencies and institutions
Strategy 2	Establish statistics as a shared service, in all ministries, agencies and institutions, with Statistical Units

Strategy 3	Adopt best practices for human resources management in all Statistical Units within the National Statistical System, including suitable wages, progressive career and movement within the National Statistical System
Strategy 4	Create a Statistical Training Center to respond to the statistical capacity development needs within the entire National Statistical System

Objective 3: Upgrade Physical and Statistical Infrastructures

Strategy 1	Provide an equipped building for the Bureau of Statistics and Census and suitable offices for its branches and for the information centers affiliated to the ministries and other bodies
Strategy 2	Provide service and administrative requirements for data collection
Strategy 3	Improve the information and communication technologies' "ICT" physical infrastructure throughout the National Statistical System (computer, servers, etc..)
Strategy 4	Provide and amend the unified and coordinated statistical classifications, methodologies and frameworks
Strategy 5	Introduce new data collection technologies (tablets)
Strategy 6	Use the Geographical Information System "GIS" in the National Statistical System

Objective 4: Develop and Improve Statistical Operations

Strategy 1	Adopt a sequential census and survey program that can produce detailed data for different groups in different geographical levels
Strategy 2	Improve and widen the scope of collecting and using data from administrative records
Strategy 3	Enhance the documentation of metadata and data storage so that the Bureau of Statistics and Census becomes the main repository of accurate data for the National Statistical System

Strategy 4	Adopt modern technologies to ensure more efficient and timely data collection, processing and availability.
Strategy 5	Search for new data sources to be used in official statistics
Strategy 6	Sensitize untraditional data suppliers about the importance of their role in producing qualitative data

Objective 5: Develop and Implement Statistical Policies

Strategy 1	Develop and adopt the access to data policy while maintaining confidentiality
Strategy 2	Develop the data dissemination policy
Strategy 3	Develop a framework for assessing the country's data quality
Strategy 4	Adopt a policy for sensitizing decision-makers about using statistical data for planning

Objective 6: Develop Sustainable Funding Mechanisms

Strategy 1	The government issues legislations allocating a specific annual budget (a percentage from the national budget) to the Bureau of Statistics and Census and to the operation of the National Statistical System
Strategy 2	Authorizing the Bureau of Statistics and Census to work with development partners in order to enhance the coordination of funding provided for the activities included in the action plan of The National Statistics Development Strategy
Strategy 3	Develop the self-funding of the National Statistical System actions
Strategy 4	Categorize funding reports according to sources and publish them within an annual report

Objective 7: Develop Cooperation Arrangements with National and International Institutions

Strategy 1	Enhance the technical cooperation framework between the Bureau of Statistics and Census and external partners
Strategy 2	Strengthen data exchange mechanisms between the Bureau of Statistics and Census and the ministries, administrations, agencies and other local institutions
Strategy 3	Establish relations with national, regional and international statistics agencies and bureaus and ensure the participation of the National Statistical System's employees in workshops and programs organized by training institutes

5.5 Ministries, Bodies and Authorities relevant to the National Statistics Development Strategy

The first stage of the National Statistics Development Strategy will include the following ministries, bodies and authorities, considering the nature of their activities and the need for the provision of statistics that respond to the requirements of the instability phase, and requirements of recovery and stability:

- Bureau of Statistics and Census "BSC"
- Ministry of Education "MoE"
- Ministry of Health "MoH"
- Ministry of Social Affairs "MoSC"
- Ministry of Interior "MoI"
- Ministry of Planning "MoP"
- Ministry of Finance "MoF"
- Ministry of Economy and Industry "MoEI"
- Ministry Of Agriculture "MoA"
- National Oil Corporation "NOC"
- Ministry of Labor "MoLR"
- Ministry of Local Governance "MoLG"
- The General Authority of the Environment
- The General Authority of Water Resources
- Minister's cabinet Information Center.
- Central Bank of Libya "CBL"
- Ministry of Transportation "MoT"
- General Authority for Telecommunications

It will be very important for the Bureau of Statistics and Census to assist these sectors in creating and activating the Statistical Units, such assistance will include mainly training, ICT equipment and support for the basic statistical infrastructure.

Chapter 6: Multi-Year Action Plan with Costs for the Period of 2018-2023

6.1 Budget Allocations According to Strategy Duration

The National Strategy will be implemented with a cost of 137,674 million Libyan Dinars (100,492 million U.S. Dollars) extending on 6 years starting from 2018 till 2023. The largest part of the budget will be spent during the second and third year (69%). The following table summarizes the various yearly spending.

Table 1: Budget Allocations for 2018-2023

(In Thousand Dinars)

Objective	2018	2019	2020	2021	2022	2023	Total	%
One	480	360	360	360	360	360	2280	1.7
Two	8050	5220	2170	3110	3110	7660	29320	21.3
Three	360	8190	10320	210	60	0	19140	13.9
Four	3640	26390	40980	5980	6630	2230	85850	62.4
Five	0	550	0	0	250	150	950	0.7
Six	0	50	0	0	0	0	50	0.0
Seven	25	25	10	8	8	8	84	0.1
Total	12555	40785	53840	9668	10418	10408	137674	100.0

Objective 1: Improving Policies, Regulatory and Institutional Frameworks
Objective 2: Improve Human Resources Development and Management Frameworks
Objective 3: Upgrade Physical and Statistical Infrastructures
Objective 4: Develop and Improve Statistical Operations
Objective 5: Develop and Implement Statistical Policies
Objective 6: Develop Sustainable Funding Mechanisms
Objective 7: Develop Cooperation Arrangements with National and International Institutions

For the spending in subsequent years, as stability is expected, the government will be in a position allowing it to fund some of the activities out of its own periodic budget (see table 1 above-mentioned)

Detailed Budget by Activities is listed in Appendix 1

It is important to note that the strategy budget does not include governmental provision of salaries and other recurrent expenses.

6.2 Budget by Objectives

Based on the agreed objectives, the largest share of the budget will be spent on the activities included in objectives 2, 3 and 4. These objectives are very important in a country that is still considered fragile due to the instability it is in. In light of the current circumstances, the Bureau of Statistics and Census aims at developing training plan to improve the capacity of its human resources and adopt modern methods to manage the Bureau. Furthermore, the Bureau must acquire physical and ICT equipment necessary to facilitate data collection, preparation, storage and dissemination. Finally, the Bureau of Statistics and Census has to start the data collection process that has been ruptured since 2014 and work towards improving the data documentation and preservation process.

6.3 Funding Methods

The cost of implementing the National Statistics Development Strategy 2018-2023 is estimated at around 134.774 million Libyan Dinars (99.11 million U.S. Dollars). It is expected that this cost will be shared between the Government of Libya and development partners. However, it is important to note that the Bureau of Statistics and Census is authorized by the government to work only with UN agencies. Thus, it is preferable that the Bureau is also authorized to interact with other agencies, outside of the UN system, in order to effectively implement the Strategy.

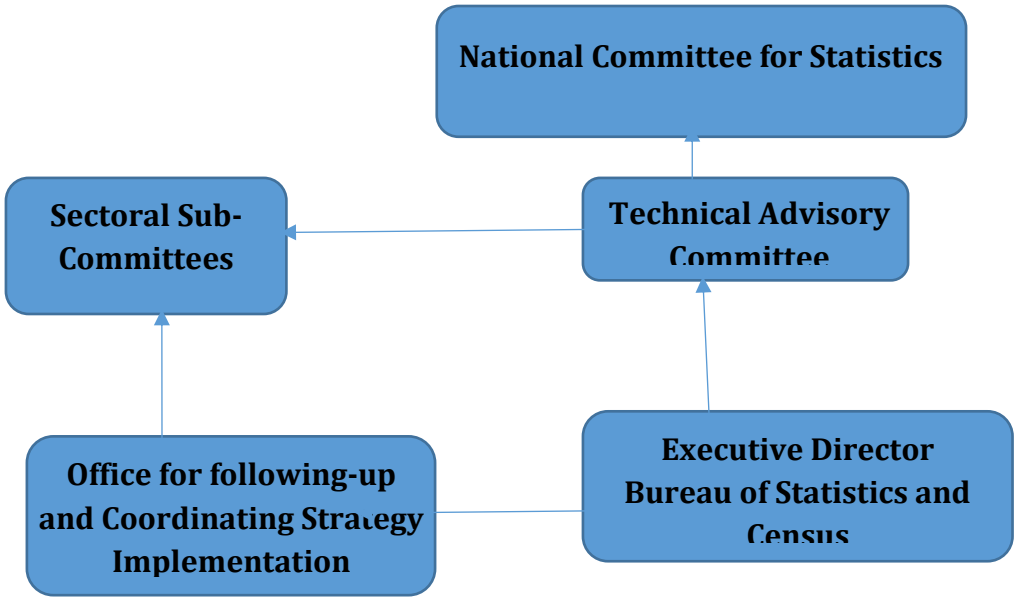
Chapter 7: Monitoring and Evaluation

7.1 Governance Mechanism

It should be noted that the current governance mechanism has the ability, in some aspects, to actively monitor the activities of the National Statistical System. Nevertheless, the legislations regulating statistics require revision in order to empower the Bureau of Statistics and Census with the necessary prerogatives to coordinate the statistical system and to monitor the implementation of the National Statistics Development Strategy. Such a mission can be facilitated by creating the Office for following-up and Coordinating Strategy Implementation, which should be affiliated to the Bureau of Statistics and Census Executive Director's Office.

The following chart demonstrates the links between the National Statistical coordinating System unit with the other entities in the structure (Technical Committee of the National Statistical System and National Committee for Statistics through the Executive Director and Head of the Advisory Board).

Figure 4: Suggested Organizational Structure



A Follow-up and Coordination Office is to be created during the first year of Strategy implementation.

7.2 National Committee for Statistics

The National Steering Committee for Statistics is a high level entity headed by a minister, the Head of the Bureau of Statistics and Census will be its rapporteur. Its role is to supervise the overall implementation of the National Strategy for Statistics. The Steering Committee is made up of 10 members appointed by the Government and meets two times a year at least.

7.3 Technical Advisory Committee of the National Statistical System.

It is a technical advisory committee to the National Committee for Statistics. It oversees technical aspects for implementing the daily activities of the National Statistics Development Strategy. This Committee is made up of 17 members affiliated to the National Statistical System and should meet four times a year at least. The head of the Bureau of Statistics and Census will preside over the Committee and the head of the Statistical System Coordination Unit will be its rapporteur.

The Committee has the authority to form technical sub-committees in specialized areas for specific periods of time. These technical sub-committees are made up of specialists from different sectors.

7.4 Bureau of Statistics and Census Administration Meeting

The Bureau of Statistics and Census's administration meetings are headed by the chairman of the Board of Directors with the presence of the Executive Director and Directors of Departments. During these meetings, the National Statistical System Coordination Unit informs the other members of staff about the activities of the National Statistical System.

Table 2 shows the annual cycle of Committees' meetings

Month												
Committee	1	2	3	4	5	6	7	8	9	10	11	12
National Committee for Statistics												
Technical Advisory Committee of the National Statistical System												
Bureau of Statistics and Census's administration meeting												

7.5 Monitoring and Evaluation

The multi-year activities plan, which is in the form of a record framework, is considered the basis for monitoring and evaluating the progress made towards achieving every objective. The framework includes all needed information for this mission: implementing entities, follow-up indicators, means of verification and final outcome (see appendix 1).

Appendix 1

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 1: Improving Policies and Regulatory and Institutional Frameworks											
Strategy 1 Create the National Committee for Statistics headed by a minister or another senior official from the government											
Activity 1	Request the government's approval to create the National Committee for Statistics	MoP/BSC	0						0	Approval obtained by end of first quarter	Letter of Approval
Activity 2	Identify the functions of the National Committee for Statistics, which includes 10 members appointed from the public and private sectors	MoP/BSC	5						5	Functions identified by end of first quarter	Terms of Reference document identified
Activity 3	Annual Meetings of the National Committee (at least twice a year)	BSC and National Committee for Statistics	120	120	120	120	120	120	720	Convene two meeting a year at least	Annual report of meetings
Sub-total of Strategy 1									725		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Create a Technical Advisory Committee for National Statistics headed by the Director of the Bureau of Statistics and Census											
Activity 1	Request approval for creating the Technical Advisory Committee for Statistics and has the authority to form sub-committees	BSC, authority to form sub-committees	0						0	Receive requested approval by end of second quarter	Letter of approval
Activity 2	Identify the functions of the Technical Advisory Committee that is made up of 17 members (members of the National Statistical System)	Bureau of Statistics and Census	5						5	Competences set by end of second quarter	Roles identification document
Activity 3	Meetings of the Technical Advisory Committee	BSC and Technical Advisory Committee	240	240	240	240	240	240	1440	Convene at least 4 meetings per year	Annual report on meetings
Sub-total of Strategy 2									1445		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Update statistical legislations so that they reflect the new structure of administration and coordination within the Bureau of Statistics and Census and the National Statistical System											
Activity 1	Review and evaluate laws and regulations that affect the governance and coordination of work of the National Statistical System	Technical Advisory Committee/ BSC	50						50	Laws and regulations reviewed by end of the year	Review report
Activity 2	Prepare a statistical draft law based on the evaluation	Technical Advisory Committee/ BSC								law Draft completed by first quarter of year 2	Progress report
Activity 3	Organize a workshop on the statistical law draft	BSC/ Technical Advisory Committee	60						60	Workshop convened by first quarter of year 2	Annual report of meetings
Activity 4	Request approval from the Parliament on the statistical law draft	BSC/ Technical Advisory Committee								Approval obtained by third quarter of year 2	Letter of approval
Sub-total of Strategy 3									110		
Total of Objective 1									2280		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 2: Improve Human Resources Development and Management Frameworks											
Strategy 1 Assess the number of employees and required skills needed by the Bureau of Statistics and Census and Statistical Units within ministries, agencies and institutions											
Activity 1	Evaluation of training needs for the entire National Statistical System	Technical Advisory Committee/ BSC	150						150	Evaluation completed by mid of year 1	Employment and training needs evaluation report
Activity 2	Prepare a training plan and calendar for the entire National Statistical System according to the estimates	Technical Advisory Committee/ BSC	50						50	Training plan prepared by end of year 1	Training plan with the calendar
Activity 3	Establishing an Office for Following-up and Coordinating the Implementation of the National Statistical System Strategy within the Bureau of Statistics and Census	Bureau of Statistics and Census	150	100	100	100	100	100	650	Office established by first quarter of year 1	Progress report on the operation of the National Statistical System by sector
Activity 4	Implementing the training plan that cover local and external training	Technical Advisory Committee/ BSC	7500	5000	2000	3000	3000	7500	28000	Progress report on the training of the National Statistical System employees at the end of every year	Report on local and external sessions that the staff participated in
Sub-total of Strategy 1									28850		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Establish statistics as a shared service in all ministries, agencies and institutions											
Activity 1	Preparing a Handbook of Procedures for the National Statistical System	Technical Advisory Committee/ BSC	50	50					100	Document finished by end of second year	Document completed
Activity 2	Organize a workshop on the Handbook of Procedures for the National Statistical System	Technical Advisory Committee/ BSC		60	60				120	Convene the workshop	Workshop report
Sub-total of Strategy 2									220		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Adopt best practices for human resources management in all Statistical Units within the National Statistical System, including suitable wages, progressive career and movement within the National Statistical System											
Activity 1	Prepare the staffing of the Bureau of Statistics and Census, which includes the job description, career progress and the years required for that	Bureau of Statistics and Census	100	10	10	10	10	10	150	Progress report by end of year	Annual report on induction program
Activity 2	Approve the staffing of the Bureau	MoP/ MoL								Completed and approved by end of year 1	Incentives package
Activity 3	Assign employees within the BSC according to the approved staffing and identify gaps and needs	Bureau of Statistics and Census								Completed and adopted by end of year 1	Career document
Activity 4	Develop an incentive program for the staff working in the Bureau of Statistics and Census and in information centers within ministries, institutions and agencies	National Committee/ Technical Advisory Committee	50						50	Percentage of employees within the System	Report on system implementation
Sub-total of Strategy 3									200		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 4 Create a Statistical Training Center to respond to the statistical capacity development needs within the entire National Statistical System											
Activity 1	Preparing an integrated proposal on the establishment of a statistical training center and referring it to the National Committee for Statistics	BSC/ Technical Advisory Committee						50	50	Present the proposal for approval by mid of year 6	Letter of approval
Activity 2	Implementation of training according to the National Statistical System schedule (overall costs)	Bureau of Statistics and Census								Start the training by first quarter of year 2	Annual progress report on training center activities
Sub-total of Strategy 4									50		
Total of Objective 2									29320		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 3: Upgrade Physical and Statistical Infrastructures											
Strategy 1 Improve the physical and statistical infrastructures and provide suitable offices for the Information Centers affiliated to the ministries and other bodies											
Activity 1	Prepare the construction plans for the Bureau of Statistics and Census in Tripoli and its branches in Sabha and Benghazi	Bureau of Statistics and Census	175						175	Proposal on design and specifications by first quarter	Proposal document
Activity 2	Request approval on the buildings and create a follow-up committee	MoP								Approval obtained by second quarter	Letter of approval
Activity 3	Financial report of the Committee on Construction presented to the National Committee for Statistics	Bureau of Statistics and Census		100					100	Current progress report presented to the Advisory Committee by third quarter	Report presentation
Activity 4	Establish a building for the Bureau of Statistics and Census	MoP		8000	5000				13000	Periodic reports of construction phases	Construction reports documents
Activity 5	Establish buildings for the branches of the BSC	MoP			1700				1700	Periodic reports of construction phases	Construction reports documents
Sub-total of Strategy 1									14975		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Provide service and administrative requirements for data collection											
Activity 1	Move to the new headquarters Bureau of Statistics and Census	Bureau of Statistics and Census			1000				1000	Moving during first quarter	Works progress document
Activity 2	Branches to move to their respective new buildings	Bureau of Statistics and Census			500				500	Moving during first quarter	Works progress document
Activity 3	Equip Statistical Units within the National Statistical System with data collection tools	BSC + Sectorial Information Centers			500				500	Equipment distributed during second quarter	Works progress document
Sub-total of Strategy 2									2000		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Improve the information and communication technologies' "ICT" physical infrastructure throughout the National Statistical System											
Activity 1	Provide high quality ICT equipment to the BSC	Bureau of Statistics and Census			1000				1000	Equipment procured by end of year	Procurement report
Activity 2	Provide same ICT equipment to Statistical Units within the National Statistical System	BSC and Sectorial Information Centers			500				500	Equipment procured by end of year	Procurement report
Sub-total of Strategy 3									1500		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 4 Provide and amend the unified and coordinated statistical classifications, methodologies and frameworks											
Activity 1	Review and update the documents related to the methodology, handbooks and classifications	BSC and Sectorial Information Centers	60	15					75	75% of revision and update completed during year 1	Document
Activity 2	Prepare the Quality Assessment Framework	BSC and Sectorial Information Centers	25						25	Improve overall data quality	Quality improvement document
Activity 3	Convene a workshop on the handbooks, methodologies and classifications	BSC and Sectorial Information Centers		60					60	Convene the workshop	Workshop report
Sub-total of Strategy 4									160		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 5 Use the Geographical Information System “GIS” in the National Statistical System											
Activity 1	Create the GIS Unit within the Bureau of Statistics and Census	Bureau of Statistics and Census	10						10	Create the Unit by end of year	Works progress document
Activity 2	Produce aerial maps/ high definition satellite images using statistical boundaries set by the BSC	Bureau of Statistics and Census	40						40	Degree of maps improvement	Works progress document
Activity 3	Organize a workshop on the importance of GIS and sensitize Statistical Units within the field of National Statistics about using them	Bureau of Statistics and Census			60				60	Number of convened workshops	Workshop report
Activity 4	Develop a coordinated database for GIS	Bureau of Statistics and Census				100	30		130	Annual progress in developing the coordinated GIS	Document on the coordinated GIS database
Activity 5	Create a working group on GIS that meets annually	BSC / National Committee for Statistics	50	15	60	110	30		265	Periodic reports on establishment phases	Establishment reports
Sub-total of Strategy 5									505		
Total of Objective 3									19140		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 4: Develop and Improve Statistical Operations											
Strategy 1 Adopt a sequential census and survey program that can produce detailed data											
Activity 1	Prepare a schedule for censuses and surveys of the National Statistical System to be conducted within 6 years of the plan	Bureau of Statistics and Census	50						50	Finalize the timeline of statistical operations by end of quarter one in year 1	Schedule of censuses and surveys
Activity 2	Conduct the General Census for Population and Household in Libya	Bureau of Statistics and Census	500	20000	40000	500			61000	Prepare for the Census: in year 2, Conduct the Census: in year 3, Census report: in year 4	Phase completion report at the end of each of the three years

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
	Conduct the General Agricultural Census	Bureau of Statistics and Census				4000			4000	Implementing the Agricultural Census	Phases completion reports
	Conduct the Employment and Unemployment Survey	Bureau of Statistics and Census	1000	600		600	600	600	3400	Conducting the survey annually	Survey report
	Conduct the Hotels Survey	Bureau of Statistics and Census		100			100		200	Conducting the survey in year 2	Survey report
	Inventory of Economic Facilities	Bureau of Statistics and Census	500						500		Survey report
	Conducting the Internal Trade and Services Survey	Bureau of Statistics and Census		100			100		200	Conducting the survey in year 2	Survey report
	Conducting the Transformative Industries Survey	Bureau of Statistics and Census	100	100	100	100	100	100	600	Annual report completion progress	Annual reports
	ICT Use Survey	Bureau of Statistics and Census		50					50	Conducting the survey in year 2	Survey report

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
	Conduct the Demographic Survey or the Multiple Indicator Cluster Survey	Bureau of Statistics and Census		1000					1000	Conducting the survey in year 4	Phases completion reports
	Conduct the Expenditure Survey	Bureau of Statistics and Census		2500			2500		5000	Conducting the survey in year 5	Survey report
	Conduct the Youth Survey	Bureau of Statistics and Census	250						250	Finish by end of third quarter of year	Survey report
	Conduct the Environment Survey	Bureau of Statistics and Census					250		250	Conducting the survey in year 2	Survey report
	Conduct the Time-use Survey	Bureau of Statistics and Census					100		100	Conducting the survey in year 5	Annual reports
	Conduct the Informal Economic Sector Survey	Bureau of Statistics and Census						500	500	Conducting the survey in year 6	Survey report

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
	Series of Price indexes Statistics	Bureau of Statistics and Census	250	250	250	250	250	250	1500	Price index that is collected at the end of every month	Price index monthly report
	Prepare the Facilities Register	Bureau of Statistics and Census	20	20	20	20	20	20	120	Facilities Register updated every quarter	Quarterly report on Facilities Register
	Improve Education Statistics	MoE	100	50	50	50	50	50	350	Improve educational information flow throughout the years	Annual reports
	Health Surveys	MoH / BSC		1000			2000		3000	Improve health information flow throughout the years	Annual reports
	Improve Vital statistics	BSC/ Civil Status Authority	100	100	100	100	100	100	600	Improve births and mortality data flow	Data provision
	Improve Agricultural Statistics	MoA and BSC	100	100	100		50	50	650	Improve agricultural information flow throughout the years	Annual reports
	Compilation of labor market statistics	MoL	50	50	50	50	50	50	300	Improve labor market information flow throughout the years	Annual reports

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
	Compilation of Oil Production Statistics	NOC	50	50	50	50	50	50	300	Improve regular oil information flow throughout the years	Annual report on oil statistics
	Compilation of Land, Maritime and Aerial Transportation Statistics	MoT	100	50	50	50	50	50	350	Improve regular transportation information flow throughout the years	Annual report on transportation statistics
	Compilation of Water and Sanitation Statistics	General Authority for Water Resources	100	50	50	50	50	50	350	Improve regular water information flow throughout the years	Annual report on water statistics
Sub-total of Strategy 1									84620		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Improve and widen the scope of collecting and using data from administrative records											
Activity 1	Review and evaluate the availability of data resources from administrative records from sectors other than those listed in Strategy1	Technical Advisory Committee	100						100	Finalize the evaluation report by second quarter of year 1	Evaluation report
Activity 2	Develop data collection forms for all the Administrative Data of other ministries	BSC/ Technical Advisory Committee	50						50	Finalize the forms by third quarter of year 1	Data collection forms
Activity 3	Prepare new records including national records on health and diseases	MoH and Information Centers	50	50	50	50	50	50	300	Annual progress in preparing records	Annual report
Sub-total of Strategy 2									450		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Enhance the documentation of metadata and data storage so that the Bureau of Statistics and Census becomes the main repository of accurate data for the National Statistical System											
Activity 1	Transfer Historical Data, including the writing of Meta Data and Documents to the National Statistical Archive in the BSC	Bureau of Statistics and Census		60					60	Data transfer	Data archives
Sub-total of Strategy 3									60		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 4 Adopt modern technologies to ensure more efficient and timely data collection, processing and availability											
Activity 1	Utilize modern technologies in Data Collection and use	Bureau of Statistics and Census								Percentage of works achieved by using technology	Report
Activity 2	Organize a workshop on the use of new technologies for Data Producers	Bureau of Statistics and Census	60						60	Workshop convened	Report
Sub-total of Strategy 4									60		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 5 Search for new data sources to be used in official statistics											
Activity 1	Asses the availability of non-traditional data sources like NGOs and Internet	BSC and Information Centers	50	50	50	50	50	50	300	Assessment Committee meetings	Assessment results
Sub-total of Strategy 5									300		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 6 Sensitize untraditional data suppliers about the importance of their role in producing qualitative data											
Activity 1	Organize annual workshops for non-traditional data suppliers	BSC and Information Centers	60	60	60	60	60	60	360	Convening workshops	Reports
Sub-total of Strategy 6									360		
Total of Objective 4									85850		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 5: Develop and Implement Statistical Policies											
Strategy 1 Develop and adopt the access to data policy while maintaining confidentiality											
Activity 1	Review access to data procedures and applied confidentiality	Bureau of Statistics and Census		50					50	Conducted in first quarter of year 2	Report made available
Activity 2	Develop and introduce new procedures for accessing confidential data	BSC / Technical Advisory Committee		50					50	Development completed in second quarter of year 2	Report made available
Activity 3	Improve the website of the BSC	Bureau of Statistics and Census		100					100	Completed by second quarter of year 2	Website improved
Activity 4	Create an online portal for the National Statistical System	BSC/ Sectorial Information Centers					250	150	400	Create portal	Portal activated
Activity 5	Organize a workshop on access to data and Confidentiality including the website of the National System for Statistics	Bureau of Statistics and Census		60					60	Workshop conducted in third quarter of year 2	workshop report
Sub-total of Strategy 1									660		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Develop the data dissemination policy											
Activity 1	Prepare a schedule for data dissemination	Bureau of Statistics and Census		10					10	Finished in fourth quarter of year 1	Data dissemination calendar
Activity 2	Prepare a draft policy for data dissemination	Bureau of Statistics and Census		50					50	Development finished in fourth quarter of year 1	Data dissemination policy document
Sub-total of Strategy 2									60		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Develop a framework for assessing the country's data quality											
Activity 1	Evaluation of online users satisfaction on data quality	Bureau of Statistics and Census								Conducted in the fourth quarter of year 1	Activity report
Activity 2	Prepare the quality assessment framework document	Bureau of Statistics and Census		50					50	prepared in the first quarter of year 2	Quality assessment framework document
Activity 3	Organize a workshop on the quality assessment framework	Bureau of Statistics and Census		60					60	Convened by second quarter of year 2	Workshop
Sub-total of Strategy 3									110		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 4 Adopt a policy for sensitizing decision-makers about using statistical data for planning											
Activity 1	Create and keep a mailing list including the main data users in the public and private sectors	Bureau of Statistics and Census								Create the list	Report on the mailing list
Activity 2	Organize a workshop for high level officials on the importance and usage of data	Bureau of Statistics and Census		60					60	Convene the workshop	Workshop report
Activity 3	Organize a workshop for other data users and producers on the importance and usage of data	Bureau of Statistics and Census		60					60	Convene the workshop	Workshop report
Sub-total of Strategy 4									120		
Total of Objective 5									950		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 6: Develop Sustainable Funding Mechanisms											
Strategy 1 The government issues legislations allocating a specific annual budget (a percentage from the national budget) to the Bureau of Statistics and Census and to the operation of the National Statistical System											
Activity 1	Request the government's commitment to start allocating the specific percentage from the National Budget set by the African Union for Statistics Agencies in the Continent	Bureau of Statistics and Census								Commitment of allocation letter	Acquire the set percentage of the budget
Sub-total of Strategy 1											

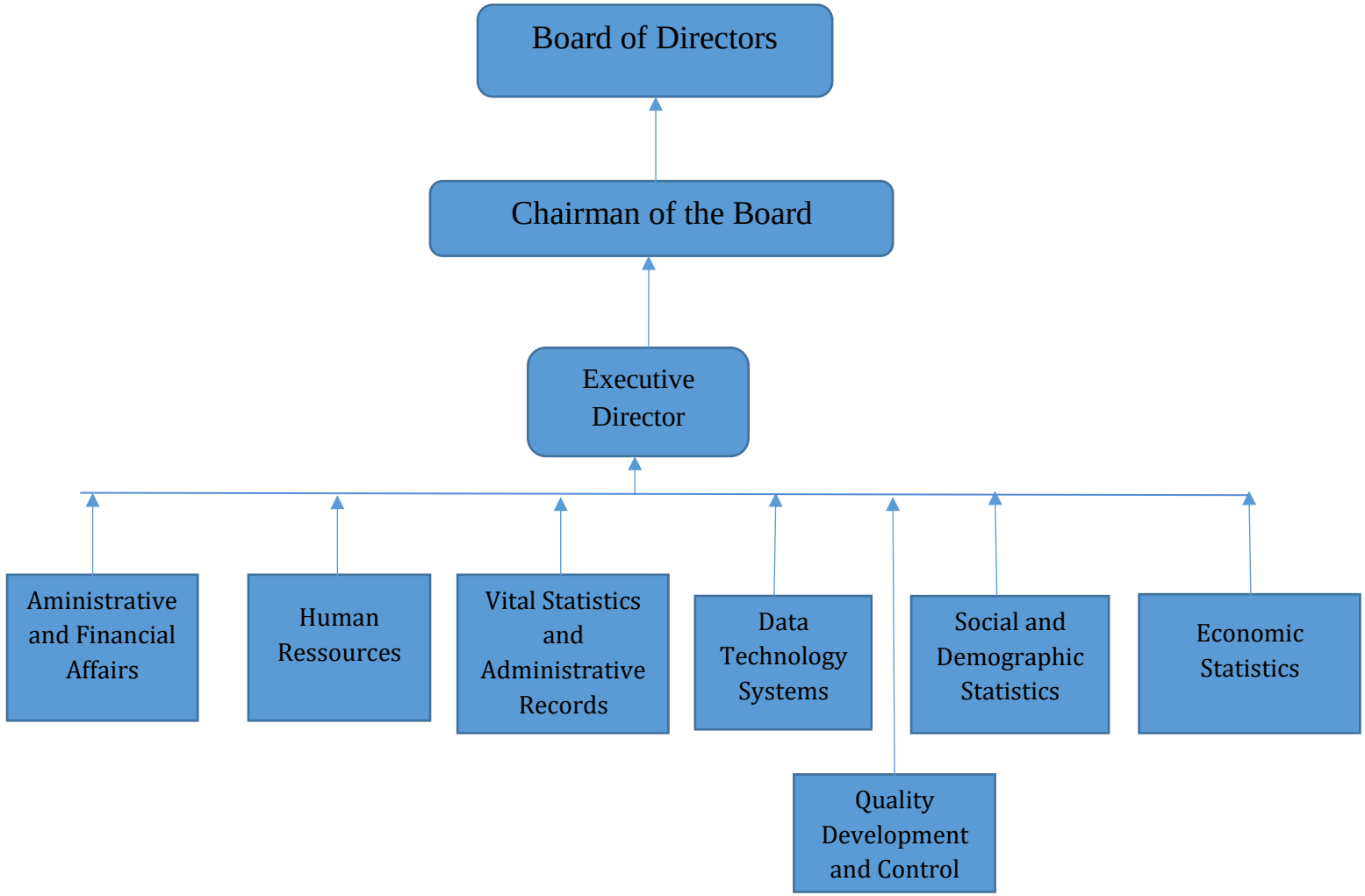
Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 government to authorize the Bureau of Statistics and Census to work with development partners in order to enhance the coordination of funding provided for the activities included in the action plan of The National Statistics Development Strategy											
Activity 1	Request authorization to cooperate with other external donors and partners to fund the National Statistics Development Strategy	Bureau of Statistics and Census								Authorization provided by third quarter of year 1	Authorization letter
Sub-total of Strategy 2											

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Develop the self-funding of the National Statistical System actions											
Activity 1	Request authorization to use self-funding in statistical work	Bureau of Statistics and Census								Authorization provided by third quarter of year 1	Authorization letter
Sub-total of Strategy 3											

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 4 Categorize funding reports according to sources and publish them within an annual report											
Activity 1	Prepare annual funding reports according to sources	Bureau of Statistics and Census		10	10	10	10	10	50	Finish the report by first quarter of following year	Country report on funding statistics
Sub-total of Strategy 4									50		
Total of Objective 6									50		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Objective 7: Develop Cooperation Arrangements with National and International Institutions											
Strategy 1 Enhance the technical cooperation framework between the Bureau of Statistics and Census and external partners											
Activity 1	Increase interaction with external partners through bilateral and multilateral meetings and work sessions	BSC / Advisory Committee	10	10	10	8	8	8	54	50% increase in the number of meetings/ work sessions a year	Minutes of meetings and work sessions reports
Activity 2	Set partnership arrangements with other national statistics offices	Bureau of Statistics and Census	5	5					10	Partnership concluded by end of year	Partnership agreement
Sub-total of Strategy 1									64		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 2 Strengthen data exchange mechanisms between the Bureau of Statistics and Census and the ministries, administrations, agencies and other local institutions											
Activity 1	Prepare Memoranda of Understanding between the BSC and other data providers	Bureau of Statistics and Census	10	10					20	Reaching 50% of data providers by first year	MoU
Sub-total of Strategy 2									20		

Objective/Strategy/Activity		Implementing Entity	2018	2019	2020	2021	2022	2023	Total	Follow-up Indicator	Outcome
Strategy 3 Establish links with national, regional and international statistical operations and programs and ensure the participation of the National Statistical System's employees in these operations and programs											
Activity 1	Request the acquisition of special passports for the staff of the BSC	BSC/ Advisory Committee								Issuance of Passports	Special passports
Activity 2	Create a Technical Cooperation Unit in the BSC	Bureau of Statistics and Census								Create the unit by the second quarter of first year	Change in the organizational structure
Sub-total of Strategy 3											
Total of Objective 7									84		
Total of all Objectives									134774		

Appendix 2: Current Organizational Structure of the Bureau of Statistics and Census