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Developing an Operational Framework for Sustained Knowledge Base in Kaduna State

by

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Acronyms/Abbreviations

CUBE	Capacity for Universal Basic Education programme
CWIQ	Core Welfare Indicators Questionnaire
DPRS	Departments for Planning, Research and Statistics
ENT	Ear, Nose and Throat
FCT	Federal Capital Territory
NBS	National Bureau of Statistics
IT	Information Technology
JSS	Junior Secondary Schools
KADP	Kaduna State Development Programme
KADSEEDS	Kaduna State SEEDS
KDSG	Kaduna State Government
LGA	Local Government Authority
M&E	Monitoring and Evaluation
MoEP	Ministry of Economic Planning
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
NBS	National Bureau of Statistics
NCCS	National Consultative Committee on Statistics
NGO	Non-Governmental Organisation
PEST	Political, Economic, Social and Technological analysis
PHC	Primary Health Care
PRS	Planning, Research and Statistics
SCCS	State Consultative Committee on Statistics
SEEDS	State Economic Empowerment and Development Strategies
SMART	Specific, Measurable, Achievable, Realistic, and Time-bound
SSG	Secretary to the State Government
SSS	Senior Secondary Schools
SWOT	Strengths, Weaknesses, Opportunities and Threats analysis
ToR	Terms of Reference

1.0   SUMMARY

Accurate statistics are a vital component of the SEEDS process, providing information on the current situation within a State, and assisting the development of SMART targets. Detailed statistics also provide support to the planning process for government and/or donor interventions to raise standards and appropriateness of service across States. Statistics are also extremely important for the monitoring and evaluation of activities and their impact on achievement of the MDGs.

Within Kaduna State, the timely planning of interventions and subsequent monitoring and evaluation is greatly restricted by out of date and inappropriate statistics, with questionable accuracy. In order to ensure target-setting is appropriate and interventions can have as much impact as possible towards achievement of the MDGs, it is vital for KDSG and a range of stakeholders to have access to accurate statistical information.

This report will detail the findings and recommendations put forward by the consultants. In brief, the key findings are:
- KADSEEDS I suffered due to a lack of policy focused data.
- The current process for data gathering is ineffective, leading to duplication of some activities and meaning some opportunities for gaining important data are being missed.
- Kaduna lacks a coherent and systematic verification process, providing doubts over the validity of the data produced.
- The data storage and retrieval process is inadequate, meaning in some cases there is a lack of knowledge of the data currently held and difficulties accessing this data.
- Strategic co-ordination of statistical activities is ineffective.
- There is poor appreciation outside the DPRS and MoEP for the importance and role of statistics within the government planning process.

It is recommended that for the immediate gathering of data for KADSEEDS II, KDSG should utilise the current data available from the whole range of sources within Kaduna State, rather than begin gathering additional data itself. This utilisation will reduce duplication and also free up resources to carry out a level of verification of the data available.

In the longer-term, to ensure a sustainable knowledge base within Kaduna State, there needs to be:
- Strong and clear co-ordination of statistical activities.
- Allocation of responsibilities for gathering of data.
- A coherent verification process.
- A user-friendly and accessible data storage system.
- Support to the skills development of statistical staff.

In addition, and of vital importance, the profile of statistics within Kaduna State needs to be raised; government officials, stakeholders and citizens need to appreciate and understand the importance of statistics in target-setting, planning process, and monitoring and evaluation of Kaduna State's movement towards achievement of the MDGs.

2.0 INTRODUCTION

As part of its engagement with Kaduna State, the State and Local Government Programme (SLGP) has been working to support the development of the knowledge base within Kaduna State. This is particularly timely as Kaduna State begins the process of developing the second Kaduna State Economic Empowerment and Development Strategy (KADSEEDS II). This stream of SLGP work commenced in February 2007 with the development of datasheets to enable the provision of well formatted and relevant statistics on the LGA level. This initial support has been followed up with adaptations to the first draft of the datasheets, and this most recent consultancy input in June 2007.

Kaduna State's first Economic Empowerment and Development Strategy (KADSEEDS I) suffered due to a lack of statistical data. This restricted the analysis of the current situation within the state and also the development of SMART target-setting (targets that are Specific, Measurable, Achievable, Realistic and Time-bound). The lack of statistical data also hampered the planning process for the implementation of activities to achieve the targets set. The lack of easily accessible statistical data also negatively affects the ability of the government and other stakeholders to monitor and evaluate the impact of individual projects and activities, and the relative achievement of the targets set. In order for Kaduna State to effectively work towards achieving the MDGs it is vital for the State Government to produce and/or have access to reliable statistics.

The aim of this assignment was to look in detail at the current statistical capability within Kaduna State Government and to develop a framework for the future development of this. The assignment considered longer-term organisational issues as well as the immediate statistical need in order to ensure the recommendations made are compatible with a sustainable system. In addition, it considered the currently available data and the compatibility of this with the datasheets previously developed.

This report will assess the data shortfalls of KADSEEDS I, and identify additional statistics that could be collected for KADSEEDS II. It will highlight the areas where gaps in data must be filled immediately and recommend how these gaps can be filled in a timely and effective manner. The report will also outline the current statistical system within Kaduna in terms of the organisations involved, the processes and relationships, and consider the environment in which the statistical system is situated. It will then draw together recommendations for the statistical system within Kaduna State in the short- and long-term, and identify specifically important issues for the current KADSEEDS II process.

As a footnote, it became apparent during the SLGP input that early in 2007 the World Bank provided a consultancy team to put together a Statistical Master Plan for the development of the Statistical Service within Kaduna State. Since this document has been passed to the Ministry for Economic Planning, nothing concrete has happened in terms of the implementation of this plan.

It should also be noted that a new Statistics Act was passed towards the end of the Obasanjo administration. This Act was unavailable at the time of this input in Kaduna State. Once the Act is in the public domain, the recommendations in this report will need to be assessed in light of the new legislation.

3.0   PROCESS FOLLOWED AND WORK DONE

The Taskforce highlighted within the ToR for this assignment (see Annex 1) was included from the start of the process. At the meeting held with the Taskforce on the first day of the input it was agreed that a nominated person from the Department of Statistics in the Ministry for Economic Planning (MoEP) would accompany the consultants as they visited the key ministries, to enable this individual to lead the process for gathering the physical data for input into the datasheets after the departure of the consultants.

Due to time restrictions, it was decided to assess the capability of four sectoral line ministries to provide the information required for input into the datasheets. Through discussions with the Director of Planning (MoEP) and the Taskforce it was decided to focus on the Department of Planning, Research and Statistics (DPRS) within the ministries of Health, Education, Water Resources and Agriculture due to their strategic importance in terms of the achievement of the MDGs. Also, these are four of the few MDAs that have functioning PRS Departments.

The Taskforce also identified the key individual within each of the four sectoral line ministries who would be the first point of contact for the consultants and the individual tasked with the collation of the data for the Datasheets.

During the two week input meetings and interviews were held with directors, heads of DPRSs, other management representatives, staff of MoEP and DPRS within the line ministries, a field officer from Department of Statistics (MoEP), and representatives of the National Bureau of Statistics (NBS).

In addition, to gather a wider range of views within the limited timescale of the input, two workshops were held for staff employed within statistical units. The first was held for staff of the Department of Statistics and DPRS from the MoEP; the second was held for staff of the DPRS within the four sectoral line ministries (Health, Education, Water Resources, and Agriculture).

Finally, the datasheets were adapted to take account of a number of comments from the line ministries. The current version of the datasheets was handed over to the MoEP and short training given on their population, functions and usage.

4.0   OUTCOMES/FINDINGS

4.1   Data Challenges of KADSEEDS I

Kaduna State's first State Economic Empowerment and Development Strategy (KADSEEDS I) was published in 2005 and the development process revealed the poor state of statistical information in Kaduna State. At the collection stage, the capacity of staff and institutional arrangements were found to be weak - statisticians were sparsely trained and their schedule of duties was not clearly defined, thereby allowing redundancy and poor outputs from the civil service. Data processing and storage were also adversely affected by the absence of modern equipment; most information was found to be processed manually and storage was inefficient. This system of processing and storage made retrieval very difficult, and an amount of data was lost in the process.

Overall, there was inadequate statistical data for target-setting and planning in sectors such as agriculture, education, health, environment and water resources. In the justice, commerce and private sectors there was no data whatsoever.

The lack of hard, accurate and reliable data during the KADSEEDS I process highlighted the lack of a coherent knowledge base within Kaduna State. The targets that arose out of the process were not SMART, not clearly linked to the MDGs, and not supported by achievement strategies.

4.2 Missing Data from KADSEEDS I

Due to the problems encountered in gathering data, the data used for developing KADSEEDS I was inadequate to say the least, giving rise to unclear target setting and strategy options. Tables of data missing from KADSEEDS I are provided in Annex 2.

4.2.1 Governance Sector Data

This sector in the KADSEEDS I document refers to the administrative arms of government that include the office of His Excellency, the Executive Governor of Kaduna State, Office of the Secretary to the State Government (SSG), Bureau of Establishment, Training and Management Services, Ministries of Local Government Affairs, Chieftaincy Affairs, Economic Planning and Justice and all their parastatals and agencies. Relevant data from these arms of government should show the general administrative, financial and operational outlook of the civil service with specific information on the number of institutions, number of staff (their qualification, portfolio, cadre and grade levels), staff remunerations, allowances and benefits, and other welfare packages of the Kaduna State civil service.

Information on staff is a vital tool of gauging the size, functionality and effectiveness of civil service. The notion that Kaduna State government is oversized and needs to be right-sized can be examined through these datasets. The information could also be used to achieve maximum efficiency and effectiveness in governance through organisational review and restructuring, capacity building, review of remuneration with the aim of reducing corrupt practices and abuse of office, and analysis of potential redundancy costs and achievable long-term savings.

KADSEEDS I provided data on the number of MDAs, number of employees disaggregated into junior and senior cadre and the date of their employment, but did not provide further details on their qualifications.

Detailed expenditure and revenue data that includes capital and recurrent expenditure, including the annual allocation to all MDAs (nominal and actual expenditure) should also form part of the governance dataset. Data on government statutory allocations, debts - both internal and external, debt management, grants and donor supports should comprise a substantial part of the financial dataset. Donor support data (number of projects and amount of financial and technical support by sub-sector) is conspicuous by its absence, particularly as Kaduna is ranked one of the top States for donor support in Nigeria.

Financial data is especially relevant for setting revenue and expenditure targets in KADSEEDS, costing the KADSEEDS strategies, prioritisation and allocation of resources.

Available data on fiscal operation of government that were used for developing KADSEEDS I include figures on internally generated revenue dated from 1999-2003, pattern of revenue collection, expenditure patterns disaggregated into capital and recurrent between 1995 and 2003. These alone were inadequate, giving rise to unrealistic resource allocation. Missing data on fiscal operation included: government debt profile (showing short-term and long-term debts, internal and external), debt repayment, taxpayer data, types of taxes and avenues for collection, statutory allocations, grant and donor funding figures. The Ministries of Finance and Economic Planning are solely responsible for provision of these and other budgetary data.

Information on Local Government staff was missing, as was data on Local Government fiscal operations. It is important to note that KADSEEDS I did not use administrative data on Local Governments, partly due to data unavailability, but specifically because such data were not seen as being necessary for KADSEEDS I. At the time of KADSEEDS I development, the need to link State strategies to activities on the local level was not appreciated. This was a clear failure to understand effective target-setting, the planning process, and strategies for achieving the targets set.

Justice data was completely missing from KADSEEDS I. Basic data requirements for setting policy targets and strategies for promoting security, fairness and other forms of Justice in Kaduna State are outlined in Table 1 in Annex 2. The government's core policy priority in KADSEEDS I was to promote trust, security and confidence building (KADSEEDS, 2004: p14), but this was not quantified, essentially due to lack of data. The office of the SSG is the co-ordinating and supervisory agent for organising security activities in the State. This office and the Ministry of Justice were not in possession of any relevant information at the time of the development of KADSEEDS I.

4.2.2   Infrastructure and Social Service Sector Data

The components of this sector underpin the wellbeing of Kaduna State people – education, health, water resources, environment, electricity and housing. Availability and access to these services will help to alleviate the current poverty status of Kaduna State and assist in the achievement of the MDGs.

Data on education was the most comprehensive of all statistics available for the development of KADSEEDS I. In spite of this, most of the data was incomplete in terms of providing a clear picture of the situation in the state to enable effective target-setting and planning. For example, data on alternative sources of education (e.g. for the nomadic and Islamia schools) did not show enrolment figures by LGAs and information was missing on the conditions of learning (referring to teacher/student ratio, availability of text books, laboratories etc.). Tertiary and mass literacy figures were also missing. The KADSEEDS I educational targets and strategies were based on incomplete public sector data, with no data from the private sector.

It is imperative to collate comprehensive educational statistics for Kaduna State that include the private and Islamia educational systems. Where the private sector's role and contribution to overall development goals are not taken into account due to lack of data, it can amount to a false picture of the current situation, and unrealistic and inappropriate target-setting. Information on alternative sources of education is particularly important for Kaduna State because a substantial number of children are enrolled in private and religious schools. These children would be missing from registration figures, suggesting a lower enrolment rate than there actually is.

In addition to raw and basic statistics, data on infrastructure and social services – education, health, water resource, transport, housing and youths, and gender should be highly analytical to provide simple and well defined indicators for policy makers.

4.2.3   Private Sector Development and Growth of Specific Sectors Data

KADSEEDS I was essentially based on public sector data without private sector information. Basic private sector data requirements for enhancing government decision making in providing an enabling environment for businesses are outlined in Table 3 in Annex 2. In Kaduna State, SME data is very important because the economy is defined and driven by small entrepreneurships. It is also important to measure the contribution of the sub-sector to economic growth and especially poverty reduction indices such as employment.

4.3   Additional Unavailable Data

During the workshops held for the MoEP and the four sectoral line ministries, staff outlined the data requirements of their Ministry, and highlighted areas where they do not currently hold data.

The list provided by the staff of Department of Statistics (MoEP) is exhaustive, covering information requirements from various arms of government. Information provided by the staff of the four sectoral line ministries suggests there are very basic statistics with shortfalls in processed policy relevant data[1]. For example, the list provided by the staff of the Ministry of Health includes local government PHC conditions, Neuro-Psychiatric cases, ENT cases, eye conditions and private hospital records, but does not outline the need for statistics on indicators that show the condition of health in the State, such as the number of deaths due to tropical diseases (for example, malaria, tuberculosis, yellow fever), Doctor:Patient ratio, or Doctor:Population ratio. These and other related statistics provide quick information for setting policy targets and developing strategies. The lack of such data in the lists suggests that staff are not very familiar with the relationship between the statistics they gather and policy planning.

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[1] Processed policy data refers to computed and analysed information that indicates development trends from which policy targets can be easily derived. For instance, indicators shown in percentages, ratio, prevalence and rates.

4.4   Available Data

4.4.1   Available Data at the National Bureau of Statistics

The National Bureau of Statistics (NBS) has a zonal office in Kaduna town. The NBS engages in large and small scale data gathering that has the potential to resolve a number of Kaduna State Government's data needs. However, while the NBS gathers primary statistics on LGA and sometimes ward levels, the information is only computed and analysed at national and state levels. The data gathered could be utilised by the State's DPRS but this opportunity is not being exploited. The valuable LGA data is being lost in the system. There is a plan for the NBS to disaggregate statistics to zonal, LGA and ward levels, although there is no indication when this will happen and whether all data collected will be treated in this manner. There is a clear deficit in information flows between state agencies and the NBS, reducing the opportunity for collaboration between the organisations and the full utilisation of data gathered.

The NBS gathers data on a range of sectors including living standards, employment, business, agriculture, good governance, and markets. A full list of available data at the NBS is provided in Annex 3.

4.4.2   Available Data at Kaduna State Government: Five Line Ministries

Four Sectoral Line Ministries

The range of data available in the four sectoral line ministries (Health, Education, Water Resources and Agriculture) varies quite drastically. The sources of their data also differ. The Health and Education Ministries gather an amount of their data from nationally administered surveys, namely the National Health Management Information System (which provides information from medical records units within hospitals across the State) and the School Census (which provides details on the enrolment within Junior Secondary and Senior Secondary schools). Additional information is gathered through occasional ad hoc questionnaires. The Ministry of Water Resources relies more heavily upon questionnaires and the information they are provided with by the LGAs.

The Ministry of Agriculture provides the greatest cause for concern. Within the Ministry of Agriculture there are three sources of data: the DPRS; the Kaduna State Agricultural Development Programme (KADP); and the Fadama Office. The last two of these sources are World Bank-led programmes. These units act somewhat independently of each other, and this is reflected in the lack of coherent understanding and knowledge of what data the Ministry actually holds.

Within all of these four sectoral line ministries, basic data is available. The most detailed data is currently available in the Ministries for Health and Education, but even here additional information is required to gain a full understanding of the current situation in the sector in Kaduna and, from here, to design SMART targets to be included within KADSEEDS II.

The Ministry for Economic Planning

The Department of Statistics (MoEP) appears to hold very little statistical information. The Department gathers and holds data on market prices within each of the LGAs in Kaduna State, and also produces a market calendar detailing the location and days of markets within the state. Beyond this, the Department relies on external sources of data. For example, population data is extracted from the national census – currently the most recent version available is 1991 and figures from here are factored up using the estimated percentage increase projected by the National Population Commission. In addition, data required on specific sectors is gathered from the relevant sectoral line ministries through the State Consultative Committee on Statistics (SCCS).

The NBS recently adopted a common system of data collection and reporting for all States. The system, according to the Director of Statistics, is putting more pressure on Kaduna State to invest in statistics, and focus attention on relevant annual and quarterly publications. Specifically, the states are now required to produce: (i) statistical year book; (ii) digest of education statistics; (iii) community development statistics survey; (iv) directory of medical and health institutions; (v) directory of business and industrial establishments employing 5 persons and above; (vi) digest of medical and health statistics; and (vii) digest of public finance statistics. These attempts by the NBS to spur effective performance at the state level could yield positive outcomes. There is a danger, however, that these publications will be rushed through at the expense of the accuracy of the data (see Section 4.6.2).

A full list of available data from the five line ministries is provided in Annex 4.

4.5   Immediate Data Requirements for KADSEEDS II

4.5.1   Data Required

Annex 5 provides a list of data considered important for KADSEEDS II. Due to constraints of time and resources, it may not be possible for all the data gaps to be filled in time for KADSEEDS II. The highlighted sections represent the gaps it is deemed necessary to fill immediately. These have been identified due to their relevance for government targeting aimed at achievement of the MDGs.

Two key issues arose out of discussions with line ministries. Firstly, the disaggregation of data to LGA level; and secondly, the inclusion of private sector data to assist in the design of appropriate and achievable targets.

Within KADSEEDS I an amount of data was available only on the state level. For planning purposes, it is important that all data is available disaggregated by LGA to enable more effective targeting, planning and positioning of government interventions. In addition, such information will assist donor agencies to site their projects more effectively. Within some line ministries data is already available on the LGA level (most notably Water Resources). Within other line ministries (particularly Health and Education) data is collected by individual units (i.e. hospitals or schools) and in education this is then factored up into divisions. In order to provide a clear and coherent structure to target-setting and planning, it is important that all sectors work to the same boundaries. As such, all line ministries visited agreed to reorganise their data into LGAs for the datasheets. For operational purposes, at the moment it is inadvisable to change the current structure of zones.

In the medium to long-term, however, this would be advisable to ensure continuity between the planning and implementation processes.

In a number of sectors (most notably Health, Education and Water Resources) the most glaring missing data is that for private suppliers. For example, within education the ministry does not currently hold data on private schools. A Directorate for Private Schools has recently been set-up, and data from this source must be included within calculations of enrolments rates to ensure the government does not end up targeting inappropriate areas and wasting valuable resources. The Ministry recognises this and is making efforts to gather data from this source. It will also be important for the Ministry of Health to gather data concerning the private sector.

4.5.2   Capacity of Line Ministries to Collect Required Data

The four sectoral line ministries each have potential sources of data and/or individuals that are being underutilised in the current statistical set-up. With the correct intervention and support from SLGP, a substantial portion of the data considered most important for KADSEEDS II could either be gathered or collated from data already held.

Ministry of Education

The Statistics Unit of the DPRS has four key staff based at the Secretariat, two of whom are trained statisticians. For operational purposes, the Ministry of Education divides the state into 12 Inspectorate Divisions. There is a representative of the DPRS in each of the 12 Inspectorate Divisions. All those based in the zones are teachers by trade, with no or limited statistical training. The Ministry of Education is only directly responsible for Junior Secondary Schools (JSS) and Senior Secondary Schools (SSS).

Each of the Inspectorate Divisions is charged with the inspection of the schools under their jurisdiction. As such, there is regular contact with the individual schools. For example, a division may cover 28 schools and have around 10 inspectors. These inspectors provide a potential source for the collection and/or verification of data from the schools they visit, and could be utilised at relatively small cost.

LGAs gather information on primary schools, and apparently the Ministry of Education has no real difficulty in gathering information from the LGAs when required.

At the end of 2006, a Directorate for Private Schools was set up to monitor the performance of private schools. It is believed they will also gather data on private schools, providing another source of data for the Ministry of Education and potentially aiding the inclusion of statistics from private schools into data on enrolment rates.

Ministry of Health

The Statistics Unit within the DPRS has eight trained statisticians. Two are based at the Secretariat, with six based out in the zones. There is apparently a lack of co-ordination between the statistical staff and medical records staff. This hampers the collation of statistical information.

Information gathered by medical records staff is a huge potential source of data, and better co-ordination and appreciation between these units would greatly improve the data gathering process, freeing up statistical staff for verification and analysis of data.

In addition, following circulation of the draft version of this SLGP report, it became apparent that the Ministry of Health has further data sources within the government, including a M&E officer for PHC who gathers information on all the PHC activities in the state, including immunisation[2]. Utilising these sources should again free up staff of the DPRS to carry out verification and analysis.

Ministry of Water Resources
The Statistics Unit within the DPRS has four staff, three of whom are trained statisticians. The Unit also receives help from the Rural Water Section based in the field. Irrigation staff also collect data and the DPRS makes use of this. The Ministry of Water Resources has direct responsibility for water in rural and semi-urban areas. Urban water supply is the responsibility of the Kaduna State Water Board.

The DPRS gathers most of its information from the LGAs through questionnaires. The DPRS is mainly responsible for collation and analysis of data. There is a substantial amount of data, however, that has not been analysed with the setting of targets and the planning process in mind. For example, the DPRS does not have data on the population with access to water. With data from the LGAs on boreholes and from the MoEP on population, the DPRS stated they would be able to calculate the population with access. In terms of target-setting, however, this is very fundamental data for the DPRS not to already hold, and it is concerning that they do not do so.

Ministry of Agriculture
As outlined in Section 4.4.2, within the Ministry of Agriculture, there are three sources of data: the DPRS, the Kaduna State Agricultural Development Programme (KADP), and the Fadama Programme. This grants the Ministry potential substantial access to data, but there is a clear failure to co-ordinate between the three sources and they all appear to act largely independently of one another.

The Statistics Unit of the DPSR has six staff (one of which is a graduate) based in the secretariat with an additional eight out in the field (covering 2-3 local government areas each). KADP has 30 enumerators, but sees a need for 80 (with 20 covering each of the four operational zones).

There is a serious problem within the Ministry for Agriculture, both due to the failure to co-ordinate data gathering between the three internal sources of data, and the LGAs who also gather data. Little data was available when the consultants visited the Ministry, but it seems likely that there is some duplication of data gathering and a failure to share statistics between the three internal sources. In addition, there is a reluctance to utilise the LGAs. Failure to co-ordinate between and utilise all sources means that the Ministry's statistical set-up is currently working ineffectively and duplication of activities is restricting the breadth of data gathered by the Ministry.

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[2] This source should be able to provide some of the data currently listed as being unavailable by the DPRS.

MoEP

The Department of Statistics within the MoEP should act as a co-ordination body for the PRSs in the line ministries. Therefore, they need to have the capacity to analyse, store, retrieve and publish timely statistical information. At the moment the Department is not able to do this for a number of reasons.

Organisational Structure

Within the Department of Statistics in the Ministry of Economic Planning there is a distinct weakness within the organisation. Through the workshop carried out with the Department and subsequent feedback and discussions with staff it appears that although the organisational structure is largely seen as good and appropriate on paper, the implementation of this organisational structure is somewhat lacking[3].

The Director of the Department was able to provide only a very brief document outlining the functions of the different units within the department[4]. It appears that at least some of the heads of the units have recently been given a more detailed Schedule of Duties, although the Director was unable to provide these and the heads of unit concerned only had a singular hand-written copy. No individuals within the department have a specific Schedule of Duties.

This leads to a level of uncertainty within the department regarding roles and responsibilities of individuals. The lack of individual schedules of duties also substantially weakens performance management and, in turn, can have a demotivating effect on staff.

Workload is not managed effectively within the Department. Work is centred around the Director's office and is allocated by the Director or the Deputy Director on an ad hoc basis as and when the need arises. This leads to an uneven distribution of work and ineffective working patterns for staff and the Department as a whole. In essence, at times individuals are left with little or no work to do, awaiting work to be passed to them by the Director or Deputy Director.

Field Officers

The role of the field officers is unclear. It appears they are responsible for gathering some data directly from the LGA areas they cover (each Field Officer covers 2-3 LGAs).   This data includes market prices, dates and places of markets, and information on the presence and condition of roads.

Through discussions with the NBS, it became apparent that there is an amount of duplication between the activities carried out by the field officers of the Department of Statistics (MoEP) and the NBS.

Manpower

The Department currently has adequate manpower, but there is a failure to utilise this manpower to anywhere near its maximum capacity.   Individuals within the Department appear to often be sat around waiting for work to be passed to them. Junior Managers on occasion appear to create work for their staff to ensure they are kept busy.

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[3] See Annex 6 for the organisational structure of the Department of Statistics, MoEP.
[4] See Annex 7.

The Department has a cadre of capable and eager middle managers who, unfortunately, are not utilised to their full potential and are unable to manage their work effectively due to not being passed key pieces of information, being included in decision-making or even discussions, or being given the freedom and responsibility to lead statistical development within their supposed areas of responsibility. They represent a substantial resource to the Department and if allowed to develop further could free up the Director to look at more strategic issues and co-ordinate data gathering and collation more effectively.

Strategic Direction
The Department of Statistics has an outlined Mission and Vision, which some members of staff are aware of but few had seen a copy of it. I understand this document was put together by a member of staff whilst the World Bank consultants were working with the Department to develop the Statistical Master Plan earlier this year. This document is not readily available to staff and hence it does not receive buy-in from the staff of the Department. It is viewed as something put together by the management and the general staff are excluded from.

The activities of the units and individuals should clearly link back to the strategic objectives of the Department, but this is not currently the case.

4.6 Key Organisational Issues

4.6.1 Process for Gathering Data
A variety of methods are used to gather data for use within Kaduna State Government. These include national statistics (such as the population census), surveys carried out by the NBS (sometimes with the additional involvement of a donor agency), surveys carried out by line ministries, the LGAs (although relationships between some of the line ministries and the LGAs seem to be somewhat strained and an amount of reluctance to utilise this source was indicated by the Ministry for Agriculture), and, for the Department of Statistics of the MoEP, the sectoral line ministries.

The main problem within the data gathering process is the existence of multiple sources of data and the lack of a clear indication who is gathering what information. Due to this, there are duplications in data gathering, wasting the limited resources available for these activities. The roles of the organisations involved in the process need to be clearly defined and agreed by all actors involved in statistics in Kaduna State. Kaduna State currently lacks a single organisational body with the mandate and capacity to co-ordinate and push the development of statistics within the state. This was the role originally foreseen for the SCCS, although it now appears to act merely as a channel for passing data to the Department of Statistics at the MoEP.

The Director of Statistics described the general data gathering process as local governments feeding information up to the state government and state government feeding information up to the federal government. What became apparent, however, was that this is not clear cut. There is, in fact, a myriad of relationships with no clear process and blurred lines of responsibility between the different layers of government and between the sectoral line ministries and the Department of Statistics of the MoEP.

Another significant issue is that there appears to be a lack of appreciation of the use of sampling within data gathering, leading all the line ministries (and the Department of Statistics of the MoEP) to stress that they do not have enough staff to gather all the required data. Where it is necessary for the line ministries to carry out surveys, there needs to be an understanding of sampling to ensure that the resources the DPRSs have are mobilised more effectively to gather data that is more valuable and representative.

Within the Department of Statistics of the MoEP the use of field officers is very ineffective, and their role is not clearly defined. An amount of the work they carry out duplicates activities of other actors, most notable the field officers from the NBS. The same is most likely also true of the filed officers employed by the sectoral line ministries – an amount of the data they collect may be duplicating other units within the same Ministry or the LGAs.

Some interesting and important issues were raised by staff at the two workshops held during the input, concerning the gathering of data. These can broadly be categorised into political, economic and social/cultural issues.

Political
It was suggested that where projects have been sited for political reasons there are often difficulties gathering accurate data. For example, the number of boreholes within a village may be concealed from the enumerator. This obviously makes it difficult to put together a clear picture of the situation within the state and to plan effectively. There is no indication as to how widespread this is and the extent of the impact this has on the data currently produced. Many within the workshops, however, felt this is a serious issue affecting the ease with which data can be collected and the accuracy of figures produced as a result.

Economic
It is felt that accurate information cannot be gathered on market prices without some financial outlay. As market prices rely on bartering, field officers must negotiate the final price. When field officers then leave the stall without making a purchase this causes bad feeling. It is generally assumed by statistical staff of the MoEP that when field officers return to such stalls on a regular basis, the stall holders will become unwilling to barter, reducing the accuracy of the data gathered on prices. Those present at the workshop suggested that other organisations actually purchase some products to ensure they maintain a good relationship with stallholders.

Social
A number of groups within the workshops brought up the issue of cultural restraints to the collections of data, particularly due to religious beliefs and sensitivities.

When gathering data in the field some people feel they are viewed with suspicion and, as such, are not able to gather accurate data. It was felt that this could largely be overcome by ensuring sensitisation took place within the communities to be visited in advance of the enumerator arriving. Apparently this approach has been taken in the past and has proved to be effective.

Also, in Kaduna State there are cultural issues related to the interaction between men and women, particularly with regard to Muslims. Within the sectoral line ministries in particular there is a lack of female staff and this impacts upon the data that can be gathered. It would be highly insensitive for male enumerators to approach females to gather data in this environment.

4.6.2 Verification of Data

At the moment, a limited amount of verification of data is carried out by the field officers of the Department of Statistics (MoEP). This appears to be on an ad hoc basis. The results also do not appear to be shared with the line ministries, and line ministries appear to be unaware of exactly what verification, if any, is being carried out in their sector. Some sectoral line ministries raised the issue of verification of data and are clearly keen that this is carried out, at times being rather dubious about the data they receive from LGAs and/or directly from organisations. In general, sectoral line ministries are keen to carry this work out themselves to be certain of the data they are collating, passing on to federal government, and, in the ideal circumstances, feeding into the planning process at state level.

The verification process within Kaduna State is clearly weak, raising questions about how accurate the data collated within Kaduna is. Verification does not take place on a regular basis and there is no clear procedure in place for this. In terms of target-setting, planning processes, and the monitoring and evaluation of interventions this is of serious concern. In addition, it is necessary to have firm procedures in place, not just to ensure statistics are as accurate as possible, but also to increase confidence in the statistics amongst the government, the public, and other agencies.

In this respect, even though there is a lot of data available for KADSEEDS II and most of the required data for the datasheets will be extractable from the data currently held by the line ministries, there is no indication as to how accurate this data is. It will be important for some verification to take place before the available data is fed into KADSEEDS II.

4.6.3 Data Storage and Retrieval

Data is currently stored manually, increasing the potential for data to be mislaid as well as reducing the accessibility of the data in a useful and timely manner. There is no central storage for data, meaning information is scattered around the sectoral line ministries and the MoEP, as well as the LGAs, NBS, and donor agencies. In addition, there is no central log of what data currently exists and is held within government or with other sources. This means that line ministries and the Department of Statistics in the MoEP may be missing potential sources of data, and also increases the chances of duplication.

The DPRS within the four sectoral line ministries visited do not have access to IT equipment. Within the Department of Statistics of the MoEP there is one working computer (supplied by SLGP). This is certainly not adequate to provide an acceptable data storage system.

Within the Ministry of Agriculture in particular the lack of knowledge of what data they actually hold and have access to was concerning. This is not helped by the multiple sources of data within the Ministry itself (DPRS, KADP, and Fadama).

4.6.4   Process for Collating Data at MoEP level and Strategic Co-ordination

The State Consultative Committee on Statistics (SCCS) was set up in May 2005, and is designed as a reflection on the state level of the National Consultative Committee on Statistics (NCCS) at the federal level.   According to the Request for the Establishment of the SCCS in Kaduna (dated 1st March 2005), States "*have been encouraged to establish similar outfits to properly coordinate data collection and management at their level*"[5].

The membership of the committee is:
- Permanent Secretary Ministry of Economic Planning (Chairman)
- Director of Statistics
- Director of Planning
- All Directors/Heads of Planning, Research & Statistics in Ministries/Parastatals
- Directors responsible for Statistics in tertiary institutions in the State
- Officers in charge of Statistics at the Local Government level
- Representative of National Bureau of Statistics (NBS)
- Department of Statistics to provide the Secretariat

The SCCS thus far appears to have been used by the Ministry of Economic Planning to request and gather data from the sectoral line ministries for necessary publications (stipulated by the federal government). The role of the SCCS in the strategic consideration of statistics within the state appears to have been completely lacking. Unfortunately, the document outlining the role of the SCCS was only received by the consultants on the last day of the input (despite having been requested on the first day of the input), so the apparent lack of adherence to this could not be raised with members of the SCCS.

According to the Director of the Department of Statistics (MoEP), the Department receives 50-60% or its data through the SCCS. Initially the SCCS met monthly, but now meets quarterly due to financial constraints. Again, this limits the opportunity for information sharing between the organisations represented on the committee. In addition, it appears that the meetings of the SCCS are not well attended. It may well be that this is due to the disenchantment over the failure of the committee to act in the full capacity outlined in its original mandate.

The SCCS has substantial potential for the development of statistics within the state. With its high profile and wide-ranging membership, it provides the opportunity for a clear strategy to be defined and data gathering activities to be co-ordinated effectively, leading to more efficient usage of available resources.

4.7   Role of Statistics within Kaduna State

Within Kaduna State there is a general disregard for the importance of statistics. This was suggested by individuals from all four of the line ministries involved in the workshop, as well as individuals from the MoEP. One of areas highlighted by the KADSEEDS process was the acute lack of investment in the statistical system. This has been largely due to a lack of political support for statistics, but can also be linked to failings in terms of the promotion of statistics and sensitisation of directors and permanent secretaries to the use of statistics.

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[5] Request for the Establishment of a State Consultative Committee on Statistics, 1st March 2005.

The most significant finding from the workshops regarding the development of a strong knowledge base within Kaduna for the effective planning and implementation of projects was the apparent disinterest and disregard for statistics within the line ministries. There were statements that directors within the DPRSs are not trained statisticians and some may have been appointed for political reasons, indicating the lack of regard for the importance of statistics within the ministries.

The statistics currently collected within the state are not disseminated effectively, and the statistics gathered are often unknown outside the statistical unit within the line ministries. Of even more concern in terms of effective management, staff within the Department of Statistics within the MoEP appear unaware of what happens to some of the statistics gathered by the Department and are also unaware of publications issued by the Department[6]. The publication of the new Statistical Yearbook offers an opportunity for the Department to raise its profile in the next few months, further advocate the use of statistics within the line ministries, and promote the importance of statistics within government to the general population.

4.8   The Datasheets

In general, the adaptations needed to current data to complete the datasheets are minor. For example, where data is gathered on an institutional basis (e.g. by hospital or school) this information needs to be aligned to the LGA structure of the datasheets.

The current datasheets make allowance for the insertion and analysis of certain categories of data by an urban/rural divide. For water resources, this divide goes further – to Urban/Semi-urban and Rural. For the information being gathered from water resources this current structure is adequate, but may need to be altered in the longer-term.

During the consultancy input it became apparent that the definition of what constitutes an urban and rural area depends on the services provided there and, as such, varies between ministries. In order for the datasheets to provide detailed statistical information that will aid the development of higher quality target setting and strategic planning within Kaduna this urban/rural divide is important. There will need to be a high level government decision as to whether the urban/rural issues should be utilised within the planning process and, if so, how urban and rural areas should be defined.

At the current time, most of the urban and rural sections of the datasheets have been disabled so as not to lead to erroneous results. These can easily be reactivated when or if requested.

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[6] An example of this is the new Statistical Yearbook, which was at the printers during this input. This is the first Statistical Yearbook to be published since 2001. Some staff members, however, were unaware that the new yearbook was being put together.

5.0   RECOMMENDATIONS AND OUTSTANDING ISSUES

5.1   Available Data

5.1.1   Available Data at the NBS

As stated, there is an amount of useful data at NBS that the Department of Statistics (MoEP) does not currently have access to. As discussed with the NBS during the input, it is recommended that a staff member of the Department of Statistics is seconded to the NBS immediately. The NBS agreed that this individual would have access to any information held by the organisation. In addition, in future this individual would be able to access data on the LGA level before this is factored up to state and/or national level. This information should be fed back to the Department of Statistics and disseminated to the relevant line ministries. The NBS is an invaluable source of data for the Department of Statistics (MoEP).

5.1.2   Available Data at the Line Ministries

As outlined earlier, the datasheets require statistics to be disaggregated to the LGA level. Some of the Ministries (most notably Health and Education) will need to realign their data into this format. The DPRSs gave assurances that this is possible.

It is recommended that the staff of the Department of Statistics become directly involved with assisting the sectoral line ministries to collate and, where necessary, disaggregate the data they have for insertion into the datasheets. This will assist in building links and understanding between the Department of Statistics and the DPRS within the sectoral line ministries, as well as engaging the Department of Statistics' currently underutilised staff and making use of their statistical knowledge.

Within the Ministry of Agriculture there is a lack of understanding of what data they currently have available, greatly restricting the quality of recommendations that can be made to support them. In this case, the DPRS needs to carry out a full assessment of the data currently held by the three sources (DPRS, KADP, and the Fadama office). Again, it is suggested that trained staff of the Department of Statistics (MoEP) provide support to the DPRS to carry out this audit of statistical data.

5.2   Immediate Data Requirements

5.2.1   Data Required and Sources

Annex 5 provides an assessment of data required for KADSEEDS II and possible sources to gather this data.

Data collections that require the engagement of consultants are those considered to require a level of technical knowledge and support. The assessment has been made that where this information is missing the MDAs will not or do not have the technical skills to collect them. These include data on justice, roads, transport, housing, commerce and industry, environment and land statistics.

Statistics requiring simple survey techniques could be collected by the DPRS staff, in some cases with the help of a consultant. Statistical data that falls under this category included health, education and agriculture data. These ministries have better technical capability to conduct research, generally due to their long-standing contact and involvement with donor projects such as CUBE, KADP and Fadama.

Collation and compilation techniques can be utilised where data are available in the ministries or elsewhere, merely requiring DPRS staff to collate and compile. For instance, the data on tourism and culture, youth and gender development can be collated by the staff of the ministry.

5.2.2   Immediate Verification of Current Data

In order for the data currently available to be useful for KADSEEDS II, there needs to be a verification exercise to check the validity of at least the most important data for target-setting. A sampling technique will need to be used to carry out this verification. The final list of data to be verified should be determined in consultation with the sectoral line ministries, but initial suggestions would be:

Ministry of Education
Enrolment (by age and gender) – kindergarten/primary/JSS/SSS
Number of teachers (by subject)
Number of classrooms

Ministry of Health
Number of health professionals (doctors, nurses, midwives, pharmacists)
Number of local government health facilities
Number of hospital beds

Ministry of Water Resources
Number of boreholes (working and not working)
Number of public open wells (working and not working)
Number of concrete wells (working and not working)
Number of piped schemes (working and not working)
Number of waterworks (working and not working)

Ministry of Agriculture
As very little information was made available by the Ministry of Agriculture, it is unclear what data needs verifying.

Due to the lack of trained statistical staff within the sectoral line ministries, this verification programme will need the added support of the Department of Statistics to assist in the design of the programme, the sampling used, and the execution of the verification.

5.3 Framework for a Sustained Knowledge Base Development in Kaduna State

5.3.1 Co-ordination of Statistical Activities

The SCCS should develop fully into the role outlined in its original mandate. As outlined in Section 4.6.4, the SCCS currently acts as a channel for data rather than developing the strategic direction of statistics within the state. Co-ordination between actors within the statistics sector would reduce duplication of activities and free up resources to broaden the data gathered. It should be used as a forum for MDAs and other actors to share information about their statistical activities, problems they have encountered, and sharing of best practices.

A full ToR for the SCCS should be written detailing exactly what the SCCS's role is within the statistical system, its mandate, responsibilities and duties. Minutes of the meetings should be circulated to organisations involved with statistics within the state and should also be shared with the Governor. The SCCS needs to raise its profile within governmental organisations, and should also become involved in co-ordination of the promotion of statistics across Kaduna State (See Section 5.4).

SCCS needs to take on the full co-ordination role that was initially foreseen for it, rather than acting merely as a channel for passing data to the Department of Statistics at the MoEP.

5.3.2 Process for Gathering Data

The array of organisations currently gathering data within Kaduna State needs to be streamlined and clear responsibilities need to be assigned to each actor. As a first step, it is recommended that the sectoral line ministries should take responsibility for developing a clear understanding of, and linkages with, the range of organisations (governmental or otherwise) gathering data in their sector[7]. The DPRS within the sectoral line ministries should further develop their sectoral knowledge so they can easily identify the data necessary for policy making and implementation planning.

Department of Statistics (MoEP) should not be directly responsible for data gathering, but instead should take on the role of overseeing the gathering process, verification of data, analysis, and support to sectoral line ministries as and when required. The current unit structure of the Department of Statistics should be maintained, and actions taken to fully implement this system.

Useful data from the NBS should be fed into the relevant unit (according to sector) at the Department of Statistics (MoEP) by the seconded staff member.

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[7] As an example, following consultation with PATHS on the draft version of this report it became clear that the Ministry of Health has access to a range of data from a variety of sources the consultants were not made aware of by the Ministry. Apparently there is an M&E officer for PHC that gathers information on all the PHC activities in the State, including immunisation. There is also a HMIS officer in the HSDP II office. Furthermore, a number of donors are working in the health sector and have conducted baseline surveys in selected LGAs in the State. It has been subsequently reported to the consultants that the last facility Health Survey conducted by NBS, sponsored by PATHS, was shared with both the Ministry of Health and the Ministry of Economic Planning. Some officers from the Ministry of Economic Planning apparently joined in the exercise.

5.3.3 Reliability of Data

A full detailed procedure for the verification of data needs to be put in place. It is recommended that verification be carried out by the Department of Statistics, to ensure procedures are carried out consistently across the sectors. This will also make a greater use of the statistical knowledge and experience of the Department's staff.

Sectoral line ministries should routinely feed the data they have to the Department of Statistics for verification, as the DPRS should not be expected to carry out this work with their limited resources. Analysis should then be a joint activity between the DPSR in the sectoral line ministry and the unit at the Department of Statistics responsible for that sector.

5.3.4 Data Storage and Retrieval

As outlined in Section 4.6.3, the statistical system within Kaduna State has a severe problem with the storage and retrieval of data. Currently data is gathered, collated, and analysed manually. With data being scattered around the line ministries and within the Department of Statistics (MoEP), there is difficulty logging exactly what data has already been gathered, increasing the potential for duplication of work and ineffective use of resources.

It is vital for a coherent data storage system to be put in place. This may initially be a 'hard copy' library, but in the medium-term the government must invest in IT equipment for the statistical units to enable better logging, storage, and retrieval of data. Individuals within the Department of Statistics (MoEP) in particular are eager to approach other donors to assist with IT support. The DPRS and Department of Statistics (MoEP) will need to back up their proposals with evidence of organisational reform to increase efficiency within the system. Should their proposal be successful, they will need to build maintenance costs into their budget[8].

The MoEP needs to develop an information management system that enables it to ascertain what actors are working in what topic areas, what data is being collected, where this is stored, and who has access to it. Ultimately, the MoEP should become the first information point for individuals, organisations, or MDAs requiring statistical data.

5.3.5 Organisational Structure of Statistics in Kaduna State

There is currently no need for large-scale alterations to the organisational structure of the Department of Statistics (MoEP), or the statistical activities more generally in Kaduna. What is needed, as highlighted in Section 5.3.1, is better co-ordination of statistical activities and, as outlined in Section 5.3.2, the full utilisation of all current sources of data by the line ministries. Certain responsibilities should also be reassigned to streamline the system[9], and these new responsibilities need to be reflected within the Schedules of Duties of DPRS and the Department of Statistics (MoEP), as well as in the Schedules of Duties for individual staff members.

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[8] This has proved to be a problem with the little IT the DPRS and MoEP currently has. Maintenance costs have not been built into the departmental budget and, as such, the IT equipment is now largely defunct.
[9] An example being the verification of data.

With specific reference to the Department of Statistics (MoEP), the current organogram has not been implemented on an operational level. This must be rectified immediately. The Units need to have clear duties assigned and be given the operational space to carry these out. The Department has a number of highly capable junior managers whose are being confined by the current management.

Within the longer-term it may be desirable for the DPRS within the line ministries to fall under the control of the Ministry of Economic Planning. This would enable a higher level of strategic co-ordination of activities amongst the DPRS and enable more efficient use of resources. The desirability of this is not currently clear, however, and any potential decision on this should be delayed until the recommendations outlined in this report are actioned and the outcomes clear.

In the short-term the DPRS should remain under the remit of the line ministries. As outlined elsewhere, there is currently a lack of appreciation of the importance of statistics within the planning process. If the DPRS are removed from the authority of the line ministries the gap between them and the rest of the ministry could well increase, further damaging the current tenuous link between the statistics produced and the planning process.

The co-ordination between the DPRS and the Department of Statistics within the MoEP does, however, need to be improved. In the short-term at least, whilst data is collated for the datasheets and KADSEEDS II more generally, staff from the Department of Statistics (MoEP) should be able to provide support and direct assistance to the DPRS to help in the gathering, analysis, verification and collation of data in the ministries.

The Departments of Statistics and Planning should be brought together to work more collaboratively and eventually merged to form a Department for Planning and Statistics. This would aid the link between statistics and the planning process and ease the movement of information between the current two departments[10]. Maintaining two departments within the MoEP sends out a damaging signal to other ministries, indicating that planning and statistics are two separate areas, rather than being inextricably linked. If the MoEP is to lead the sensitisation process and statistical campaign, it needs to lead the way by rationalising its structure to indicate and highlight the tangible link between the two departments.

Kaduna needs to avoid a bloated and excessively expensive organisational structure that is ineffective and unsustainable. Resources would be better applied to improving the data storage system and developing staff.

Essentially, what is being recommended is the full utlisation of the current data sources to feed into the DPRS within the sectoral line ministries. The DPRS within the line ministries would be responsible for maintaining strong links with the various organisations collecting data in their sector. The DPRS would collate this data and routinely pass it to the appropriate Unit within the Department of Statistics (MoEP), who would carry out verification, then jointly analyse it with the DPRS of the sectoral line ministry. This data and analysis would then be fed back to the line ministry (including the Permanent Secretary). Additional data would be collated from the NBS by the member of staff seconded from the Department of Statistics (MoEP).

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[10] The current Department of Planning does not have easy access to statistics produced or gathered by the Department of Statistics and at times gathers data from alternative sources, duplicating the work of the Department of Statistics.

All data would be routinely stored within the MoEP, and fed back to relevant stakeholders. Ultimately, the MoEP should become the first information point for individuals, organisations, or MDAs requiring statistical data.

5.3.6　Capacity-building

Once the new Schedules of Duties are in place, a full Training Needs Analysis (TNA) should be carried out to assess necessary training. As new duties will be assigned to individuals, their ability to carry out these tasks needs to be assessed, and appropriate training identified. The development of staff is extremely important and should be viewed as such. Training plans should form part of the yearly review process and actions taken to ensure individuals receive adequate training.

5.4　The Role of Statistics within Kaduna State

It is recommended that a programme of sensitisation aimed at senior managers within the line ministries is designed and implemented. To have the maximum impact the sensitisation process and calls for improved appreciation of the role and importance of accurate statistics need to come from a number of directions – SLGP can approach senior managers, but staff within the DPRS in the line ministries also need to ensure that the call for this appreciation is strong within the ministry itself, and for this the Directors of DPRS need to begin by promoting the work of their department within the wider ministry.

Another important element of this will be the role of the Governor. Early indications are that the new Governor does appreciate the role of statistics[11], but SLGP and the MoEP will need to build on this and bring pressure to bear on the Governor to encourage, or even enforce, change within the line ministries through his Permanent Secretaries.

6.0　NEXT STEPS

There are a number of key issues that need to be addressed
- Insertion of data into the datasheets
- Gaps in data and how this can be filled
- Capacity of the PRSs and the Dept of Statistics in the MoEP to carry out this work
- Longer-term development of the knowledge base within Kaduna

6.1　Insertion of data into the datasheets

- Ministry of Agriculture, with the assistance of staff of the Department of Statistics (MoEP), to carry out a full audit of the statistical data in their possession.
- Staff of the Department of Statistics (MoEP) to assist DPRS in line ministries to collate necessary information and disaggregate or realign it for entry into the datasheets.
- Available data to be inserted into the datasheets by mid-August 2007 (see Annex 8 for full programme).

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[11] According to the recently retired Permanent Secretary of the Ministry of Economic Planning.

6.2   Gaps in data and how these can be filled

- Support the secondment of a junior manager of the Department of Statistics to the National Bureau of Statistics in Kaduna to gather useful data for KADSEEDS II.
- Utilise excess human capacity at the Department of Statistics to carry out a verification exercise of a sample of the data to be inserted on to the datasheets. This will provide more accurate data for the areas sampled, but will also give a clear indication as to the overall reliability of the data gathered.

6.3   Capacity of the DPRSs and the Department of Statistics in the MoEP to carry out this work

- Training to be provided on data gathering techniques, sampling, data collation and analysis.
- Support and provide advice on the development of proposals requesting financial assistance from donors to purchase and maintain IT equipment. One computer per DPRS and one computer per unit in the Department of Statistics should be requested initially.

6.4   Longer-term development of the knowledge base within Kaduna State

- Carry out a full functional review of the statistics system within Kaduna State to clarify the roles and responsibilities of each of the actors, removing any doubt.
- Develop a verification scheme whereby a sample of all the data collected by the DPRS is checked, and if there are anomalies these are raised with the line ministry and appropriate action taken.

6.4.1   Department of Statistics in the Ministry for Economic Planning

- Carry out a full functional review, to focus minds on the exact role of the Department of Statistics within the statistical system in Kaduna State; develop strategic objectives; ensure the organisational structure is compatible with these objectives and that each unit is positively aware of their role within the structure and how their activities link into the Department of Statistics' overall objectives.
- Full and detailed schedules of duties for the units to be completed and made freely available to all staff.
- Develop individual schedules of duties for each member of staff; design and introduce a performance management system where rewards and promotions are clearly based on merit and processes are well-documented.

6.4.2   Line Ministries

- Additional data useful for planning and M&E purposes to be highlighted by the ministries.
- Ministry of Agriculture, with the support of staff of the Department of Statistics, to carry out a full audit of the statistical information they currently have.

6.4.3   State Consultative Committee on Statistics

- SCCS to take a more strategic view of statistics within the state, rather than being involved (necessarily) in the transfer of data.
- Full detailed ToR to be developed for the SCCS.

- Lead a programme of sensitisation on the importance of statistics within Kaduna State

6.4.4   SLGP

- Assist in the design and launch of a sensitisation programme focussed on the Governor and senior mangers within line ministries. Staff within the DPRS in the line ministries should be informed of the programme and be encouraged to lead calls for reform from within the ministries.
- Depending on the content of the Statistics Act, carry out a full functional review of the Department of Statistics, Department of Planning, and Department of PRS within the Ministry for Economic Planning and suggest possible rationalisation of the structure.
- Assist in the definition of strategic objectives for the Department, focusing on the role of the department within the Ministry for Economic Planning and the wider statistical system within Kaduna State.
- Assist in the development of a full performance management system, to include individual schedules of duties.
- Carry out a full training needs analysis for staff within the Statistics Units of the DPRS in the line ministries and the Department of Statistics in the MoEP.

7.0   REPORT AGAINST TOR

The consultants were required to:
- Liaise with the taskforce on data collection, discuss and agree a strategy for the work.
- Review as part of the strategy KADSEEDS I and identify additional statistics that may be collected in developing KADSEEDS II and KADLEEDS.
- List all available data, from the Federal Bureau of Statistics (now National Bureau of Statistics) and other national sources, as well as that held by KDSG and draw up a programme to enter this data into the datasheets.
- Identify those gaps in the data which must be filled immediately for KADSEEDS II and recommend how they can be filled.
- Review the capacity of MoEP (Departments of Statistics; and Planning, Research and Statistics) and the Planning, Research and Statistics Departments in other Ministries to do this work and make recommendations on what support they will need.
- Outline a long-term programme for the development of the datasheets and the wider Knowledge Base, with recommendations on appropriate organisational structures for KDSG's statistical and data management services.

The consultants were required to deliver:
- A framework for a sustained knowledge base development in Kaduna state that is relevant and realistic across MDAs.
- Key actions for SLGP
- Documentary report.

The consultants were unable to meet with the Director of the DPRS within the MoEP due to him being engaged elsewhere. The staffs from the DPRS were included with the staff of the Department of Statistics in the first workshop carried out. Their views have been taken into account, but no detailed analysis of the capacity of the DPRS was carried out.

All other aspects required in the ToR have been addressed. In addition, the datasheets were adapted according to suggestions and requests by individuals in the line ministries during discussions with the consultants. The datasheets were also adapted to take account of the current lack of a coherent and consistent distinction between urban and rural areas for planning purposes. The final version of the datasheets was installed on the allocated computer within the Department of Statistics (provided by SLGP) and a number of individuals were introduced to the structure and functionality of the sheets. Instructions for the entering of data were also given.

Annex 1

Terms of Reference

Developing an Operational Framework for Sustained Knowledge Base in Kaduna State

Introduction
The State and Local Government Programme (SLGP) is funded by the United Kingdom's Department for International Development (DFID). DFID's strategy for assistance to Nigeria focuses on the need to improve governance, state capacity, resource management and pro-poor service delivery. Specifically, SLGP provides support to governance processes in 5 States (Lagos, Enugu, Kaduna, Jigawa and Kano) and the Federal Capital Territory (FCT).

Background to this assignment
In 2005, Kaduna State produced its first State Economic Empowerment and Development Strategy (SEEDS) document dubbed KADSEEDS as its medium term plan towards identifying key poverty problems in the state, and setting out sectoral strategies and concrete targets to address them.

One of the key problems encountered during the process of producing the KADSEEDS document is insufficient statistics. This ultimately led to setting of some targets that were not SMART and a strategy that was somewhat difficult to implement.

Kaduna State Government recognises a priority need for better statistics, to plan KADSEEDS, for policy-relevant research to inform decisions about how best to achieve Kaduna's objectives, and for progress on the MDGs to be monitored and it is now in the process of developing KADSEEDS II.

To support KDSG in the development of an 'evidence-based' approach to KADSEEDS, it was agreed that SLGP should provide support to develop a Kaduna State Knowledge Base (KSKB) as one of the interventions under its planned policy formation component. The KSKB should bring together the best available statistics and presents them in useable and timely form to policy makers, SEEDS Managers and the general public.

Currently, SLGP supported the preparation of a datasheet which has been accepted as an important input to KADSEEDS II development under the KSKB by KDSG.

The next step will be to start work on populating the datasheets with statistical data found in Kaduna State and elsewhere. Where data gaps exist SLGP's plan would be to commission work to identify those gaps in the datasheet which must be filled immediately for KADSEEDS II and recommend how they can be filled.
A taskforce has been set up by KDSG to drive data collection activities that will feed into KADSEEDS II development. The taskforce is yet to start work.

Objective of this Assignment

The process of developing KADSEEDS II and KADLEEDS will require a massive build up of robust data for planning and decision making. Hence, the overarching objective of the assignment is to set the scene for the development of an operational framework for a sustained knowledge base in Kaduna state that is relevant and realistic across MDAs.

Tasks

The tasks will include but not be limited to the following:

- Liaise with the taskforce on data collection, discuss and agree a strategy for the work.
- Review as part of the strategy KADSEEDS I and identify additional statistics that may be collected in developing KADSEEDS II and KADLEEDS.
- List all available data, from the Federal Bureau of Statistics and other national sources, as well as that held by KDSG and draw up a programme to enter this data into the datasheets.
- Identify those gaps in the data which must be filled immediately for KADSEEDS II and recommend how they can be filled.
- Review the capacity of MoEP (Departments of Statistics; and Planning, Research and Statistics) and the Planning, Research and Statistics Departments in other Ministries to do this work and make recommendations on what support they will need.
- Outline a long term programme for the development of the datasheets and the wider Knowledge Base, with recommendations on appropriate organisational structures for KDSG's statistical and data management services.

Deliverables

- A framework for a sustained knowledge base development in Kaduna state that is relevant and realistic across MDAs.
- Key actions for SLGP
- Documentary report.

Inputs and Timing

Consultant	Travel	Field work	Reporting	Total
International	1	10	2	13
National	0	10	1	11

Consultants' responsibilities shall be but not limited to the following:

International Consultant (Lead)

- Planning and coordinating the work of the consultancy team,
- Writing the final report.

National Consultant

- Provide detailed information of where to find statistical data in Kaduna and elsewhere.
- Undertake preliminary discussions within relevant KDSG Officials
- Be engaged in all aspects of the assignment

Logistics

SLGP will provide limited access to office support and space. The consultant should provide his/her own laptop computer.

Reporting

The Consultants will report to the KADSEEDS Coordinator. SLGP requires a Consultants Report on the process of the work, which should be submitted in both hard and soft (electronic) copies at the end of the engagement.

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Annex 2

Missing Data from KADSEEDS I

Table 1: Missing Governance Data from KADSEEDS I

	Availability
State Government Organogram	N/A
Comprehensive staff list, cadre, portfolio, qualification	N/A
Schedule of duties and Job description of all public service	N/A
Public service rules and condition of service	Available
Staff training data	N/A
Financial instruction	Available
Administrative procedures	Available
Store regulations	Available
Donor funding figure, programs and projects	N/A
Loans, grants and debts per sub-sector by internal or external	N/A
Internally generated revenue	
Types of revenue and sources	
Taxpayer information	
Functional classification of total expenditure by capital and recurrent	Available
Percentage distribution of total expenditure	Available
Budget deficit	N/A
Real take home wages and salaries in the public sector	N/A
Statutory allocations	N/A
number of courts per type by LGA	N/A
Crime rate	N/A
Number of cases awaiting judgment	N/A
Number of police stations and officers by LGAs	N/A
Number of community security agencies by LGAs	N/A
Number of other security agencies by LGAs	N/A
Number of inmates and their conditions	N/A
Number of prisons and their conditions	N/A

Table 2: Missing Infrastructure and Social Service Sector Data

Education	Availability
Enrolment data of public primary and secondary schools by LGAs, age group and gender, JSS and SSS	Available
Enrolment data of public tertiary schools by LGA	N/A
Number of private schools; enrolment figures, and other conditions of education	N/A
Number of Islamia schools and enrolment figures and other conditions of education.	N/A
Kindergarten statistics.	N/A
Performance data - GCSE, JAM, NECO of primary and secondary schools by LGA and gender	N/A
Transition data of primary schools to JSS to SSS to tertiary institutions.	Available
Adult literacy statistics by LGA	Available
Percent enrolment in private and Islamia schools	N/A
Completion rates by all schools, gender and LGAs	N/A
Number of teachers in all public schools by LGAs	Available
Teacher pupil/student ratio in all public schools by subjects and by LGAs	Available
Number of classrooms by schools in all LGAs	N/A
Number of laboratories/other related equipment by schools in all LGAs	N/A
Number of mass literacy centers	N/A

Health	
Number of all facilities(clinics and PHC) by LGAs	N/A
Number of hospitals by type (eye, ear) by LGAs	N/A
Number of Doctors, Nurses, Midwives and laboratory scientist per hospital, clinic and PHC by LGAs	N/A
Number of Pharmacists per hospital by LGAs	N/A
umber of Pharmaceutical outlets by public, private and by LGAs	N/A
Number of equipment (beds, ambulance) per hospital, clinic, PHC by LGAs	N/A
HIV/AIDS prevalence rate by age group and gender	N/A
Knowledge of HIV/AIDS prevention by age group and gender	N/A
Rates of HIV/AIDS in pregnancy and transmission from mother to child	N/A
Immunization per BCG, DPT3, OPV3, Measles by LGAs, rural/urban	N/A
Access to family planning per type by LGAs, rural/urban	N/A
Maternal and infant mortality rate by LGAs, rural/urban	N/A
Under 5 mortality rate by LGA, rural/urban	N/A
Number of deaths due to tropical diseases (malaria, tuberculosis, leprosy, river blindness) by LGAs	N/A
Number of deaths due to accidents and other related causes by LGA	N/A
Doctor-Patient ratio by LGAs, rural/urban	N/A
Nurses/midwife-Patient ratio by LGAs, rural/urban	N/A
Pharmacist –Patient ratio by LGAs, rural/urban	N/A
	N/A

Water Resources	
Actual Water demand by urban, semi urban rural areas	Available
Actual water supply by urban, semi urban and rural areas	Available
Population covered by urban, semi-urban and rural area	Available
Number of boreholes per LGAs by ownership and performance	Available
Number of communities/villages with/without boreholes	N/A
Population accessing water per pipe born water treated, pipe born water	Available

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untreated, well and stream by LGA

Cost of water supply in urban, semi-urban and rural areas	N/A
Water tariff structure in urban, semi-urban and rural areas	N/A
Number of dams by LGAs and performance	N/A
Number of open wells by LGAs	N/A
Number of concrete well by LGAs	N/A
Number of water works by LGAs and performance	N/A
Number of irrigation schemes by LGAs	N/A
Population accessing irrigation schemes by LGAs	N/A
Number of homes, markets, schools and clinics in need of latrines by LGAs	N/A

Road, Transport and Housing; Electricity

Names of towns and villages linked/not linked by access roads by LGA	N/A
Number of kilometer of roads linking towns and villages by LGAs	N/A
Number of roads by ownership type(State, Federal, LG) by LGAs	N/A
Number of roads maintained	N/A
Number, type and conditions of government vehicles by MDAs	N/A
Number, type and conditions of government offices by MDAs	N/A
Number, type and conditions of government houses by LGAs	N/A
Renovation and maintenance data for all government properties (vehicles, generators) by MDAs and LGAs.	N/A
Rehabilitation data for government quarters, buildings and offices by MDAs and LGAs	N/A
Population in need of housing by LGAs	N/A
Number of villages with/without rural electrification	N/A
Number of houses linked to rural electricity	N/A
Number of houses/ villages linked to national grid.	N/A
Performance and maintenance data of all rural electrification schemes.	N/A

Gender and Youth Development

Number of games the State participate at national and international levels	N/A
Number of youths actively engaged on sporting activities by LGAs and gender	N/A
Status of Kaduna State performance in all athletes, football, and other sporting activities	N/A
Number of self help activities providing employment for youths	N/A
Number of youths benefited in each activity by LGAs and gender.	N/A
Number of women occupying political and managerial offices in the State	N/A
Number of credit facilities and skill acquisition established by LGAs	N/A
Number of women benefited from micro credit schemes by LGAs,	N/A

Table 3: Missing Private Sector Development and Growth of Specific Sectors Data

Commerce and Industry	Availability
Number of foreign investment in Kaduna State by types, ownership and date of entrance by LGAs	N/A
Number of Banks, branches and location by ownership and LGA	N/A
Number, type and capacity of SMEs by LGAs	N/A
Number and type of loans/financing facilities available for SMEs	N/A
Number of SMEs benefited in loan schemes provided or facilitated through State Government efforts by LGAs	N/A
Number of employment by SMEs	N/A
Number and status of privatized firms	N/A
Number and conditions of commercial/ joint ventures	N/A
Export and import into the state by commodities.	N/A
Employment rate by the private sector	N/A
Percent or ratio of government/private sector employment	N/A
Rate of growth of foreign investment	N/A
Rate of growth of SMEs	N/A
Total working population by economic activities	N/A
Percent contribution by economic activities	N/A
Unemployment Statistics	N/A
Total employment on industries and business	N/A
Employment generated by economic activities	N/A
Real growth rate of employment	

Agriculture	
Production of wet seasoned CAY (MT) per type and by LGAs	Available
Production of fruits trees per type and by LGAs	N/A
Sources of improved seedlings, cost and access by farmers	N/A
Number of state owned nurseries by type	N/A
Number of privately owned nurseries by type	N/A
Number of privately owned fish production ponds and outputs by LGAs	N/A
Production and distribution of fingerlings by ownership	N/A
Production of industrial crops (ginder, sugar cane) MT	Available
Number of extension workers by LGAs	Available
Ratio of extension workers per farming family	Available
Number of agro processing industries per type and by LGAs	N/A
Number of irrigation facilities	N/A
Number of farmers benefiting in irrigation programs by LGAs	N/A
Number of livestock (sheep, chickens, pigs, goats, cows) by LGAs	N/A
Rate of growth of livestock production per type by LGAs	N/A
Rate of growth of livestock by LGAs	N/A
Area of land under cultivation (Ha) by LGAs	N/A
Upland areas (Ha) by LGAs	Available
Fadama areas (Ha) by LGAs	Available
Number of Farming families by LGAs	Available
Number of small holding	N/A
Number of medium size holdings	N/A
Number of large farm holdings	N/A

Culture and Tourisms

Lists, type and location of all Hotels	N/A
List, type and location of all tourist attraction areas	N/A
Number of tourists attraction areas to Kaduna State	Available
Income generation through tourism	N/A
Types of visual arts	N/A
Types of cultural festivals	N/A
Number of arts, theatre, drama and craft exhibition	N/A

Environment, Land, Survey and Country Planning

Land areas affected by floods and erosion	N/A
Percent of industrial waste by LGA	N/A
Percent of municipal waste by LGAs	N/A
Percent of water pollution by LGAs	N/A
Percent of air pollution by LGAs	N/A
Percent of pollution with access to sanitation	N/A
Type of remedies against drought and desertification	N/A
Percent of waste recycled	N/A
Number of fire fighting vans	N/A
Number of fire fighting tools by types	N/A
Number of towns/ streets with/without layout and master plan	N/A
Number of registered land titles	N/A
Income generation from land administration	N/A
Percent population living in slums	N/A
Percent of land allotted to industrial layout	N/A

Annex 3

Available Data at the National Bureau of Statistics

The following documents and survey listing obtained from the NBS Kaduna are useful linkages for state statistical agencies:

- National Integrated Survey of Household (NISH): this provides listings of households living conditions;
- National Agriculture Sample Survey (NASS): it gives information about agricultural inputs and outputs, access to loans by farmers, storage facilities and farm implementation;
- National Integrated Survey of Establishment (NISE): provides data on industries, firms, corporation, manufacturing, building and construction, wholesale and retail hotel, restaurants, private professional services, road transport operation, water gas and electricity;
- Modern Holding on Agriculture: the survey shows farmers on mechanized farming, large scale farming and etc;
- Prices of Goods and Services (Retail Prices 1-12);
- System of Administration Statistics: it provides secondary data derived from government records on spending, routine activities and staff strength;
- National Core Welfare Indicators Questionnaire ;
- MICS :shows mostly women and children data;
- Interaction Comparism Program (ICP): shows companies Purchasing Power Parity (PPP);
- NEPAD or African Pear Review Mechanism: its measures indicators of good governance;
- Frame for Market Outlets in Nigeria: it assess the pattern of market operation, its area coverage, revenue collection and employment;
- Executive Opinion Survey: it is survey that collects opinion of executive officers in government about economy, social and political occurrences;
- National Consumer Survey: it measures the level of poverty. The most survey the National Living Standard Survey (NLSS) expanded on this version ;
- Quick Employment Generation Survey: it tried to assess the employment rate of 1999-2007, but first attempt failed;
- Trade Statistics: it provides information on import, export services and goods. Usually generated through secondary data obtained from the Nigerian customs.

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List of Available Data at the National Bureau of Statistics Kaduna Zone

Data	Date of Publication	State Based Details
Trade and Statistics	1996-2005	-
All State Retail Prices- Rural and Urban	2005	-
Nigerian Poverty Report	2005	Distribution of poverty and inequality by state; poverty incidences by state; self assessment of poverty by state; agriculture and non agriculture occupation by state.
Trade and Statistics News		-
CPI and Inflation	2006-April 2007	-
CWIQ flyers	2006	-
Statistics Fact Sheet on Economic and Social Development	2005 and 2006	**Housing:** % distribution of household by dwelling type; % distribution of rural and urban household by states and number of rooms occupied; % distribution of household by type of occupancy; type of construction; % distribution of household roofing material **Electricity:** distribution of sources of light; % distribution of means of excreta;% distribution of household by sources of **fuel** used; % distribution of refuse disposal; sources of **potable water**; l;% distribution of children 5 years and under who receive **vaccination**; % distribution of those who protect from AIDS/STD; knowledge of **HIV/AIDS** test centre; distribution of population that use condoms;% distribution of women age 15-49 using family planning state and by method; net **primary enrolment** ratio by state by sex; **adult literacy rate** of those who can read and write in English and other Nigeria languages; per capita expenditure in regional deflated current prices; contribution to **poverty incidences** and Gini coefficient.
Annual abstract of statistics	2006	
Provisional Total Census by LGA	2006	Local Government Population totals. Males and females
Nigerian Living standard Survey Results	2005	
Core Welfare Indicator Questionnaire	2006	Household data set, individual set of data and children data.

Sources: www.nigerianstat.gov.ng/index.php; NBS Kaduna Zonal Office.

Annex 4

Available Data from the Five Line Ministries

Ministry of Economic Planning
Data sighted in the Department of Statistics:
- Kaduna State Statistical Table (1991) it contains relevant information but needs to be updated
- Kaduna State Market calendar 2007-2008: it shows all local market days and location in Kaduna State by Local government Area (LGA) but does not show the market size or capacity.
- Kaduna State Current Retail Market Prices of Selected Food Items: gives price estimations of all agricultural products in the State by location and by LGA. It is produced quarterly.
- First Draft Statistics Master Plan for Strengthening the Kaduna State Statistical System (2007): a World Bank document detailing the current status of national and state statistical systems, an assessment of Strength, Weaknesses, Opportunity and Threats (SWOT) of the Current system, an outline of a statistical master plan, implementation arrangements, monitoring and evaluation. This document contains some useful recommendation for PRS reform, thus the SLGP would need to liaise with the World Bank to collaborate or harness inputs, where appropriate.
- 1991 national Population Census Kaduna State by Local Government Areas, Districts and Localities. This is most recent document on state's population, except for population projections that was based on 1991 census at 3.2% growth rate into subsequent years up to 2001. We were told that the 2006 census result was yet to be circulated.

Ministry of Health
Data sighted:
- Lists of Establishment, Federal, State Private and their Manpower in Kaduna State (Jan-Dec 2006). This document shows the list of hospitals owned by federal, state and private sector at various localities but not by LGAs. It also shows the number of beds per hospital.
- National Health Management Information System: Health Facility Summary Form. This document shows data on medical records such as number of doctors, Nurses, Pharmacies and etc at the state level. Does not disaggregate into LGAs so we requested LGA based format.
- Comprehensive List of Medical Records, Statisticians, Data Processors and Card Issues: the document enlisted names of staff under these categories, their qualifications and cadre in the health service at the state level.
- Structure and Functions of the Division of Statistics and Research Ministry of Health. This document also shows the cadre of all staff at the state level and describes their job and schedule of duties.

Ministry of Agriculture
Data sighted:
- Village Listing of Survey. The document shows number of farming households that amount to 500,000 in 2002. The survey is conducted annually.

- Crop Areas and Yield Survey (CAYS). The document provides information on various agricultural yields (yams, corn, maize) on an annual basis.

Ministry of Water Resource

Data sighted:

- Kaduna State Irrigation Sector: shows details of borehole location by community and by LGA and functional status of each borehole as at the time of survey.
- Supply of Portable Water in Kaduna State by Type, and Assisting Agencies. It gives information on number of water works, number of boreholes, number of semi-urban, urban and motorised boreholes owned by LGA council, State, Federal, Bilateral Aid and others.
- Number of Boreholes Sunk by Assisted Agencies and Local Government Areas 2000-2005.
- Number of Wells Dug by Depth of Well and by Type of Consumers, and by Local government Areas 2001-2005
- Number of Semi Urban and Motorised Boreholes Water Projects Sunk by Assisting Agencies and by Local Government Areas.

Ministry of Education

Data sighted:

- Ministry of Education, Youth Development Kaduna State Summary of Post Primary School Enrolment by Sex, Local Government Areas , Male and female 1999/2000
- Ministry of Education Head Quarters Kaduna State Post primary Schools enrolment by Classes, Stream, Six, Six, Teaching and Non Teaching Staff, by Sex for 2006-2007 Session

Available Data at 5 Line Ministries

PRS Ministry of Economic Planning	Source(s)	Date of Publication and/or Document
Kaduna State Statistical Master Plan	MoEP	2007
Core Welfare Indicator Statistics(CWIS)	MoEP	2006
Census Report	MoEP	1991
National Statistical Data Sheet	NBS	2004
National Living Standard Survey (NLSS)	NBS	2006
Kaduna State Statistical Table	MoEP	1991
Kaduna Market Calendar 2007-2008	MoEP	2007
Kaduna State Current Retail Market Prices of Selected Food Prices	MoEP	2006
List of Establishment, Federal State and Private and their manpower in Kaduna State	MoH	2006
Areas and Climate	MoE	2001-2005
Road Mileage from Respective LG HQ to Kaduna	MoEP	2006-2007
Price Statistics	MoEP	2006-2007
Multiple Indicator Cluster Survey (MICS)	NBC	2007
Vehicle and Licensing Statistics	MoEP/MoWT	N/A
Agricultural Statistics	MoA	N/A

Industrial Statistics	MoCI	N/A
Public Finance	MoF	N/A
Education Statistics	MoE	N/A
Water Statistics	KSWB/MoWR	N/A
Accidents statistics	FRSC	N/A

PRS Ministry of Education

Enrolment of Students at Primary and Secondary Schools	Divisional Offices	**2006**
Number of Teachers	Divisional Offices	2006
Distribution of Teachers by Subjects	Divisional Offices	2006
Distribution of Teachers by Qualification	Divisional Offices	2006
Distribution of Teachers by Grade Levels	Divisional Offices	2006
Conditions of Classrooms and Laboratories	Divisional Offices	2006
Conditions of Libraries	Divisional Offices	2006
School Performance Statistics	Divisional Offices	N/A
	Educational Resource Centre	N/A

PRS Ministry of Agriculture

Market Prices of Commodities		N/A
Crop Production Data	Market Survey	N/A
Village Listing Data	Crop Area Yield Surveys (CAYS)	N/A
Weather Data	KADP Zones and LGA	N/A
Institutional Development Data on Cooperatives, Societies, Fadama Users	Water Board	N/A
Progress Reports	Department of Cooperatives KADP Zonal Offices	N/A
Impact of ADP Programmes Statistics	Fascom, KADPs and MoA	N/A
Large Scale Farmers Data	KADP	N/A
Annual Poultry Vaccinations by Division	KADP	N/A
Annual Slaughter by Division	Livestock and Veterinary Services (LVS)	2005
Livestock Production by Division	Livestock and veterinary services	2005

PRS Ministry of Health

Inpatient Case		N/A
Out-Patient Cases	Facilities and Hospitals	N/A
In-Patient Death Cases	Facilities and Hospitals	N/A
Child Births	Facilities and Hospitals	N/A
Ante-natal and Pregnancy	Facilities and Hospitals	N/A
Routine Immunization	Facilities and Hospitals	N/A
Tuberculosis and Leprosy	EPID Unit	N/A
Health Personnel	TB/L Centre	N/A
Lists of Establishment, Federal, State Private and their Manpower in Kaduna State (Jan-Dec 2006)	Facilities and Hospitals/sighted at PRS Office	N/A
National Health Management Information System	Facilities and Hospitals/sighted at PRS Office	N/A

Comprehensive List of Medical Records, Statisticians, Data Processors and Card Issues	Facilities and Hospitals/sighted at PRS Office	N/A
Structure and Functions of the Division of Statistics and Research Ministry of Health	Facilities and Hospitals/sighted at PRS Office	N/A
PRS Ministry of Water Resource		
Boreholes Location by LGA and Performance Status	Local Government Areas	2005
Number of Boreholes Sunk by Assisted Agencies and Local Government Areas 2000-2005	Local Government Areas	2000-2005
Sanitation/Latrine Constructed	Local Government Areas	N/A
Temperature	Local Government Areas/communities	N/A
Rainfall	Corporate Planning	N/A
Humidity	Corporate Planning	N/A
Stream flow/heights	Corporate Planning	N/A
Water Production	Corporate Planning	N/A
Wind Run	Corporate Planning	N/A
Sun shine	Corporate Planning	N/A
Weather Stations	Corporate Planning	N/A
Revenue Billing and Collection	Corporate Planning	N/A
Financial Statement	Finance and commercial Department	N/A
Personnel	Finance Department	N/A
Supply of Portable Water in Kaduna State by Type and Assisting Agencies	Administration Department	N/A
Number of Wells Dug by Depth of Well and by Type of Consumers and by LGA -2001-2007	Sighted at PRS Department.	2001-2007
Number of Semi Urban and Motorised Boreholes Water Projects Sunk by Assisting Agencies	Sighted at PRS Department.	N/A

Sources: Kaduna Workshop, Outcomes of Visits and MoEP Library

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Annex 5

Data to be Collected for KADSEEDS II Development

Data	Sources	Methods of Collection
Establishment - State Government Organogram - Comprehensive staff list, cadre, portfolio, qualification - Schedule of duties and Job description of all public service - Staff training data - Lists of MDAs, LGAs, tribes, ethnic groups, communities and all other institutions;	Bureau of Establishment, MoEP(Department for International Cooperation), MoLG, MoF, to compile the data. **NB:** most of these information are available – to be collated.	Compilation and collation from the various sources
Economic Planning - Comprehensive list of government projects – status and financial implications - Donor funding figures, programs and projects. - Government debt profile (Loans and other forms of debts per sub-sector by internal or external. - Internally generated revenue - Taxpayer information	MoEP, FMoF	Compilation and collation from sources
Finance - Statutory allocations - Capital and recurrent expenditure by MDAs - Internally generated revenue - Functional classification of total expenditure by capital and recurrent - Percent distribution of total expenditure - Budget deficit	MoF	Analysis and collation by staff of MoF
Justice (security and justice data) - Crime rate - Number of cases awaiting judgment - Number of police stations and officers by LGAs - Number of community security agencies by LGAs - Number of other security agencies by LGAs - Number of inmates and their conditions - Number of prisons and their conditions.	MoJ, SSG's office, prisons etc to conduct a survey.	Employ short term consultancy.

Education
   – Kindergarten statistics.
   – Enrolment data of public primary and secondary schools by LGAs, age group and gender, JSS and SSS
   – Enrolment data of public tertiary schools by LGA
   – Number of private schools; enrolment figures, and other conditions of education
   – Performance data - GCSE, JAM, NECO of primary and secondary schools by LGA and gender
   – Transition data of primary schools to JSS to SSS to tertiary institutions.
   – Adult literacy
   – Number of Islamia schools and enrolment figures and other conditions of education.
   – Percent enrolment in private and Islamia schools
   – Completion rates by all schools, gender and LGAs
   – Number of teachers in all public schools by LGAs
   – Teacher pupil/student ratio in all public schools by subjects and by LGAs
   – Number of classrooms by schools in all LGAs
   – Number of laboratories/other related equipment by schools in all LGAs
	MoE, parastatal and agencies. NBS, CUBE project	Survey and Collation and compilation: Information on private and Islamia schools could be gotten through survey to be conducted by the PRS department. All public data by engaging the MoE PRS to update existing information and compute/analyze secondary data.

Health
   - Number of all facilities (clinics and PHC) by LGAs
   - Number of hospitals by type (eye, ear) by LGAs
   - Number of Doctors, Nurses, Midwives and laboratory scientist per hospital, clinic and PHC by LGAs
   - Number of Pharmacists per hospital by LGAs
   - Number of Pharmaceutical outlets by public, private and by LGAs
   - Number of equipment (beds, ambulance) per hospital, clinic, PHC by LGAs
   - HIV/AIDS prevalence rate by age group and gender
   - Knowledge of HIV/AIDS prevention by age group and gender
   - Rates of HIV/AIDS in pregnancy and transmission from mother to child
   - Immunization per BCG, DPT3, OPV3, Measles by LGAs, rural/urban
   - Access to family planning per type by LGAs, rural/urban
   - Maternal and infant mortality rate by LGAs, rural/urban
   - Under 5 mortality rate by LGA, rural/urban
   - Number of deaths due to tropical diseases (malaria, tuberculosis, leprosy, river blindness) by LGAs
   - Number of deaths due to accidents and other related causes by LGA
   - Doctor-Patient ratio by LGAs, rural/urban
   - Nurses/midwife-Patient ratio by LGAs, rural/urban
   - Pharmacist –Patient ratio by LGAs, rural/urban
	MoH, NBS, DHS, MICS and SACA	Engage consultants to conduct survey on PHC and condition of facilities. The PRS department to analyze and collate other data

Water Resource - Actual Water demand by urban, semi urban rural areas - Actual water supply by urban, semi urban and rural areas - Population covered by urban, semi-urban and rural area - Number of boreholes per LGAs by ownership and performance - Number of communities/villages with/without boreholes - Population accessing water per pipe born water treated, pipe born water untreated, well and stream by LGA - Cost of water supply in urban, semi-urban and rural areas - Water tariff structure in urban, semi-urban and rural areas - Number of dams by LGAs and performance - Number of open wells by LGAs - Number of concrete well by LGAs - Number of water works by LGAs and performance - Number of irrigation schemes by LGAs - Population accessing irrigation schemes by LGAs - Number of homes, markets, schools and clinics in need of latrines by LGAs	MoWR, parastatal and agencies NBS	Survey and compilation: Engage PRS at MoWR, Water Board and WATSAN to conduct a brief survey on water tariff in urban area. Ensure to form a team from these three PRS
Road, Transport and Housing; Electricity - Names of towns and villages linked/not linked by accessible roads by LGA - Number of kilometer of roads per towns and villages by LGAs - Number of roads by ownership type(State, Federal, LG) by LGAs - Number of roads maintained - Number, type and conditions of government vehicles by MDAs - Number, type and conditions of government offices by MDAs - Number, type and conditions of government houses by LGAs - Renovation and maintenance data for all government properties (vehicles, generators) by MDAs and LGAs. - Rehabilitation data for government quarters, buildings and offices by MDAs and LGAs - Population in need of housing by LGAs - Number of villages with/without rural electrification - Number of houses linked to rural electricity - Number of houses/ villages linked to national grid. - Performance and maintenance data of all rural electrification schemes.	MoW, MoCRD	Engage consultants to liaise with MoW and MoCRD to conduct a major survey because most of these data are not available

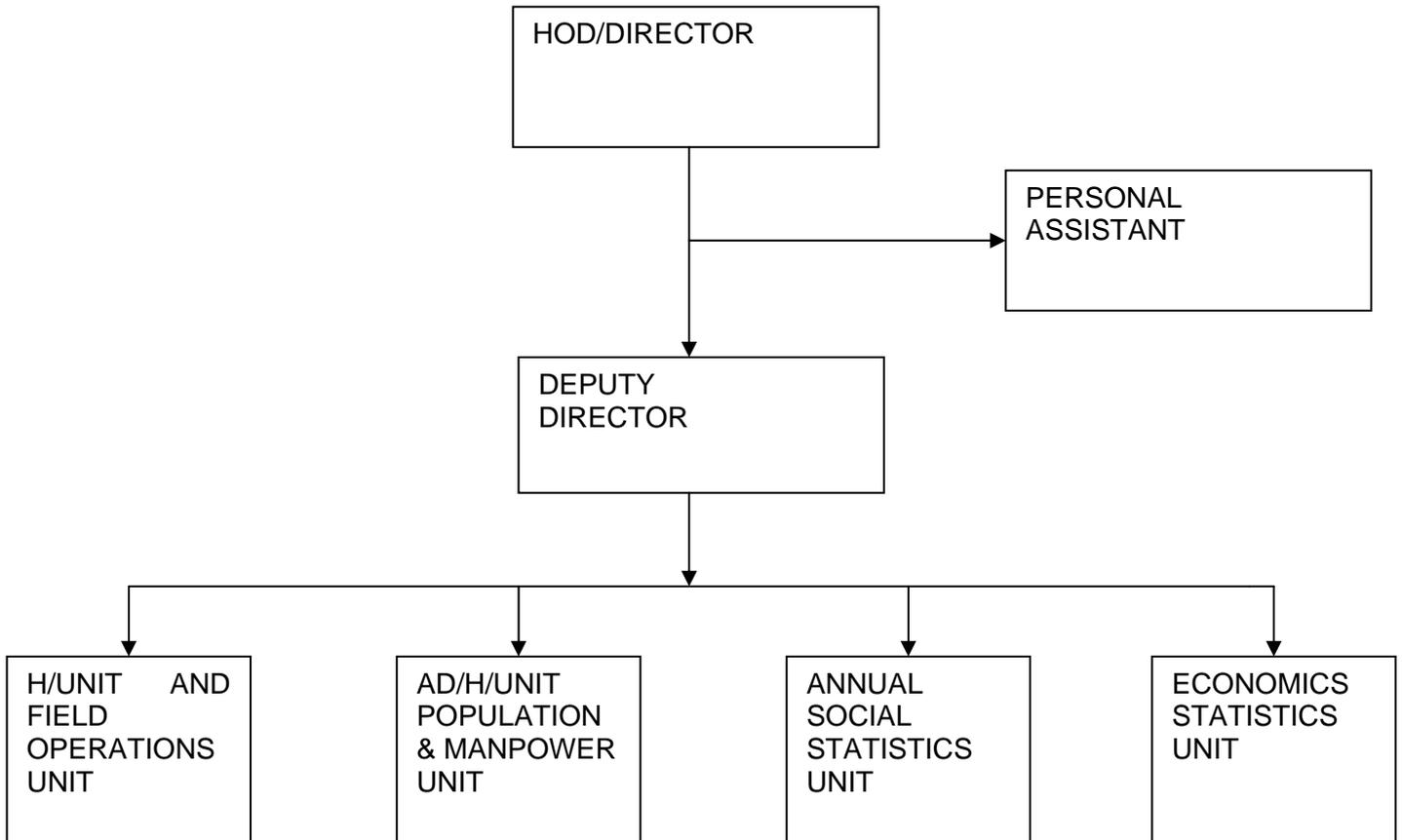|		
Gender and Youth Development - Number of games the State participate at national and international levels - Number of youths actively engaged on sporting activities by LGAs and gender - Status of Kaduna State performance in all athletes, football, and other sporting activities - Number of self help activities providing employment for youths - Number of youths benefited in each activity by LGAs and gender. - Number of women occupying political and managerial offices in the State - Number of credit facilities and skill acquisition established by LGAs - Number of women benefited from micro credit schemes by LGAs,	MoYS, MoWA	Collation and compilation by respective ministries.
Commerce and Industry - Number of foreign investment in Kaduna State by types, ownership and date of entrance by LGAs - Number of Banks, branches and location by ownership and LGA - Number, type and capacity of SMEs by LGAs - Number and type of loans/financing facilities available for SMEs - Number of SMEs benefited in loan schemes provided or facilitated through State Government efforts by LGAs - Number of employment by SMEs - Number and status of privatized firms - Number and conditions of commercial/ joint ventures - Export and import into the state by commodities. - Employment rate by the private sector - Percent or ratio of government/private sector employment - Rate of growth of foreign investment - Rate of growth of SMEs	MoCI, parastatal and agencies. NBS	Major survey by consultants: Engage consultants to liaise with MoCI to conduct a major survey because while these information are very crucial to effective planning they are completely missing and the ministry does not have the slightest idea.
Agriculture - Production of wet seasoned CAY (MT) per type and by LGAs - Production of fruits trees per type and by LGAs - Sources of improved seedlings, cost and access by farmers - Number of state owned nurseries by type - Number of privately owned nurseries by type - Number of privately owned fish production ponds and outputs by LGAs - Production and distribution of fingerlings by ownership - Production of industrial crops (ginder, sugar cane) MT - Number of extension workers by LGAs - Ratio of extension workers to farmers - Number of agro processing industries per type and by LGAs - Number of irrigation facilities	MoA, agencies. NBS	Engage MoA, KADP and fadama To compile and compute data.

- Number of farmers benefiting in irrigation programs by LGAs - Number of livestock (sheep, chickens, pigs, goats, cows) by LGAs - Rate of growth of livestock production per type by LGAs - Rate of growth of livestock by LGAs - Area of land under cultivation (Ha) by LGAs - Upland areas (Ha) by LGAs - Fadama areas (Ha) by LGAs - Number of Farming families by LGAs - Number of small holding - Number of medium size holdings - Number of large farm holdings		
Culture and Tourisms - lists, type and location of all Hotels - list, type and location of all tourist attraction areas - number of tourists to Kaduna State - income generation through tourism - types of visual arts - types of cultural festivals - number of arts, theatre, drama and craft exhibition	MoCT	Engage MoCT for compilation and computation of data
Environment, Land, Survey and Country Planning - Land areas affected by floods and erosion - Percent of industrial waste by LGA - Percent of municipal waste by LGAs - Percent of water pollution by LGAs - Percent of air pollution by LGAs - Percent of pollution with access to sanitation - Type of remedies against drought and desertification - Percent of waste recycled - Number of fire fighting vans - Number of fire fighting tools by types - Number of towns/ streets with/without layout and master plan - Number of registered land titles - Income generation from land administration - Percent population living in slums - Percent of land allotted to industrial layout	MoE, MoLS NBS	Engage consultants to conduct detailed study of environment – see recent study by Midland Consultants (2002) on waste disposal Some of these may comprise term of reference for forthcoming survey on Land administration

Slgp

Annex 6

**Organogram of the Department of Statistics,
Ministry of Economic Planning, Kaduna State**

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                        ┌──────────────────┐
                        │  HOD/DIRECTOR    │
                        │                  │
                        └────────┬─────────┘
                                 │              ┌──────────────────┐
                                 ├─────────────▶│  PERSONAL        │
                                 │              │  ASSISTANT       │
                                 │              │                  │
                                 ▼              └──────────────────┘
                        ┌──────────────────┐
                        │  DEPUTY          │
                        │  DIRECTOR        │
                        │                  │
                        └────────┬─────────┘
                                 │
        ┌──────────────┬─────────┴────────┬──────────────┐
        ▼              ▼                  ▼              ▼
┌───────────────┐ ┌──────────────┐ ┌─────────────┐ ┌─────────────┐
│ H/UNIT   AND  │ │ AD/H/UNIT    │ │ ANNUAL      │ │ ECONOMICS   │
│ FIELD         │ │ POPULATION   │ │ SOCIAL      │ │ STATISTICS  │
│ OPERATIONS    │ │ & MANPOWER   │ │ STATISTICS  │ │ UNIT        │
│ UNIT          │ │ UNIT         │ │ UNIT        │ │             │
└───────────────┘ └──────────────┘ └─────────────┘ └─────────────┘
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Annex 7

Functions Of The Units, Department of Statistics, MoEP

Economics and Statistics Unit (EU)
This Unit is shouldered with the function of data collection, summarization, and tabulation in the following areas:

- Public Finances
- Price Statistics
- Agricultural Statistics
- Industrial Statistics

Annual and Social Statistics Unit (ASU)
This Unit is responsible for data collection, summarization and tabulation in the following areas:

- Education Statistics
- Medical and Health Statistics
- Crime and Justice Statistics
- Area and Climate

Population and Manpower Unit (PMU)
This Unit has the duty of data collection, summarization and tabulation in the areas of:

- Population
- Manpower
- Vehicle Statistics
- Communications
- Water Resources
- Roads
- Electricity

Data Processing Unit (DPU)
This has the functions of:

- Data Processing
- Data Analysis
- Data Interpretation
- Maintaining and updating of the State databank
- Dissemination of Information

Field Operations unit (FU)
This has the prerogative of data collection, summarization and tabulation in all the socio economic activities from the zonal field offices of the State

ID	ⓘ	Task Name	Duration	Start	Finish
1					
2					
3		**Ministry of Education**	**20 days**	**Mon 16/07/07**	**Fri 10/08/07**
4	▦	Ensure all data is present in the Ministry	2 wks	Mon 16/07/07	Fri 27/07/07
5	▦	Disaggregate current data by LGAs	2 wks	Mon 23/07/07	Fri 03/08/07
6		Input data into the datasheets	5 days	Mon 06/08/07	Fri 10/08/07
7					
8					
9					
10					
11		**Ministry of Health**	**15 days**	**Mon 16/07/07**	**Fri 03/08/07**
12	▦	Ensure all data is present in the Ministry	5 days	Mon 16/07/07	Fri 20/07/07
13		Disaggregate current data by LGAs	5 days	Mon 23/07/07	Fri 27/07/07
14		Input data into the datasheets	5 days	Mon 30/07/07	Fri 03/08/07
15					
16					
17		**Ministry of Water Resources**	**10 days**	**Mon 16/07/07**	**Fri 27/07/07**
18	▦	Final collation of data for insertion into the datasheets	1 wk	Mon 16/07/07	Fri 20/07/07
19		Input data into the datasheets	5 days	Mon 23/07/07	Fri 27/07/07
20					
21					
22					
23		**Ministry of Agriculture**	**7 days**	**Mon 16/07/07**	**Tue 24/07/07**
24	▦	Carry out full audit of statistical data held by the Ministry	5 days	Mon 16/07/07	Fri 20/07/07
25		Assess next steps	2 days	Mon 23/07/07	Tue 24/07/07
26					
27		**Ministry of Economic Planning**	**5 days**	**Mon 16/07/07**	**Fri 20/07/07**
28	▦	Final collation of data for insertion into the datasheets	3 days	Mon 16/07/07	Wed 18/07/07
29		Input data into the datasheets	2 days	Thu 19/07/07	Fri 20/07/07
30					
31		**Other Line Ministries**	**17 days**	**Mon 30/07/07**	**Tue 21/08/07**
32	▦	Staff of MoEP to assist in collating data for the datasheets	12 days	Mon 30/07/07	Tue 14/08/07
33	▦	Input data into the datasheets	7 days	Mon 13/08/07	Tue 21/08/07