

Third National Strategy for the Development of Statistics in Nigeria, 2024-2028

Theme:

“Transforming and Modernising Official Statistics to Unlock the Data Dividend for Development”



**National Bureau of Statistics
No 1, Wole Olanipekun Street,
Formerly, Plot 762 Independence Avenue
Off Constitution Avenue,
CBD, Abuja, F. C. T**



JUNE 2024



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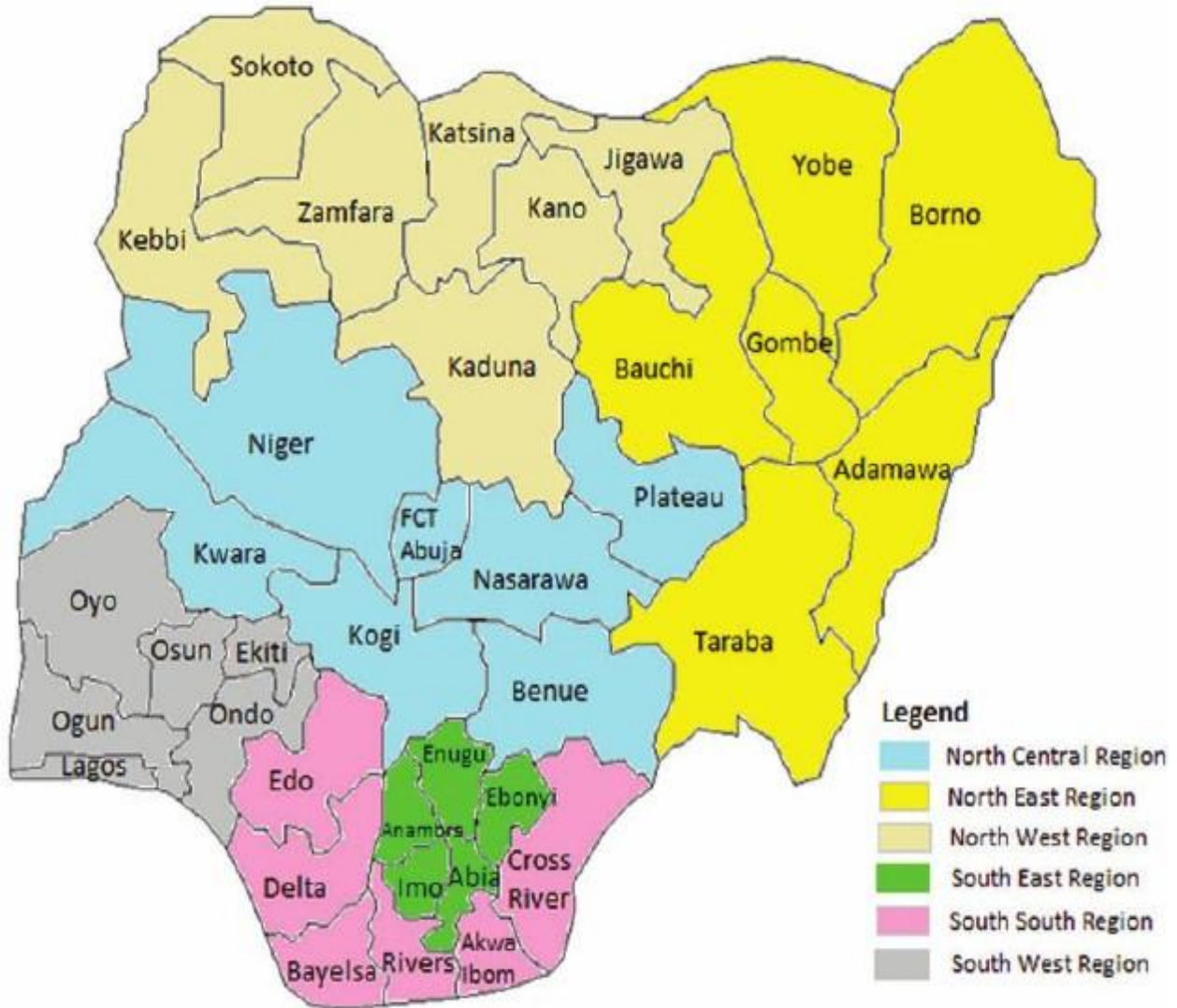
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MAP OF NIGERIA





FOREWORD

It gives me great pleasure to write this Foreword to the Third National Strategy for the Development of Statistics (NSDS III) for Nigeria. All modern governments appreciate the importance of statistics to society in the new information age. In particular, statistics have become a critical enabler for national and international development, providing essential support to evidence-based public policy, planning, decision-making, monitoring, evaluation and reporting on development progress. Given this role, it is critical that policy and decision-makers, planners, programme and project managers in the public sector, private sector and civil society, etc. use official statistics to inform and bring insight to their work.

The Federal Government recognizes statistics as a driver of prosperity and a revolutionary resource that is transforming the nature of the social and economic development in the country. Accordingly, government is firmly committed to the development of statistics as a “public good” that is accessible to all that need it. This commitment is underscored by various statistical reforms as well as the priority government is giving to funding statistical activities and development. The statistical reforms were introduced in 2007 when a new Statistics Act established the National Bureau of Statistics (NBS) as an autonomous government agency responsible for statistics. In addition, Government supported the design and implementation of various statistical strategies including the National Statistical Master Plan [NSMP], 2005-2009, the First and Second National Strategy for the Development of Statistics (NSDSI, 2010-2014 and NSDSII, 2017-2021 and the design of NSDS III; and government continues to fund statistical activities at various levels. It is also important to emphasize the fact that statistical production and development is well provided for in a standalone chapter in the country’s National Development Plan (NDP) 2021 -2025. This signifies identification of statistics as an important sector that like all other sectors needs to be targeted for development in terms of infrastructure, capacity and system development. Furthermore, the Chartered Institute of Statisticians of Nigeria [CISON] was established in 2023 by legislation to regulate and enhance the development and practice of the statistics profession. Nigeria was the first country in Africa to have such a legislation.

The purpose of the NSDS III is to provide a robust framework for further reform and modernization of the NSS as well as acceleration of statistical development in Nigeria. NSDS engenders development of an integrated, harmonized, coordinated and coherent NSS to guarantee unified data production processes. It covers the entire NSS, draws together data producing sectors and users and addresses the concerns of States, the MDAs at the federal level and other agencies responsible for the production of administrative data. It is a framework the country needs to address the challenges arising from developing a big and complex NSS that we have in the country.

I am happy to note that the NSDS III was designed following international guidelines and standards and that a participatory approach was used to design it including engagement with policy and decision makers at high level, as well as engagement with various stakeholders in the assessment of the NSS and validation of the Strategy. I also note that the NSDS III aims to transform and modernize official statistics by making the National Statistical System (NSS) more agile, resilient and responsive to requirements of data users in and outside government. In particular, the NSDS III should lead to provision of good quality data required for monitoring implementation of our Vision 2030, the NDP and various national development strategies; the ECOWAS development strategies; the Africa Agenda 2063 and the Sustainable Development Goals (SDGs). It should also be able to meet data requirements for the private sector, civil society sector, academia, etc. The importance of transformation and modernization of official statistics cannot be emphasized given the changing statistical landscape across the world. I am particularly glad that under NSDS III, other data producers outside the public sector are now being brought into the data space and a new data ecosystem is emerging. I also note that NSDS III is emphasizing data innovation including use of new data sources and capacity building especially in strategic areas of Data Science, Artificial Intelligence (AI) and Machine Learning (ML), and that a Data Innovation Laboratory is being set up for this purpose This is in sync with the launch of several initiatives by government aimed at promoting AI research and adoption in the country. These initiatives have made Nigeria a major player in technology in West Africa, and it is also emerging as a leader in AI with many start-ups and technology companies developing innovative AI-based solutions to address local challenges.

I would like to thank NBS for providing leadership to the NSDSII process and all institutions and individuals that have participated in the design of this Strategy. In a special way, I would like to thank the World Bank for providing funding support towards the design of NSDS III and several other projects the Bank is funding in the country.

My Ministry and government in general will ensure that the Strategy is fully implemented so that good quality official statistics drive policy, planning and decision-making processes in the country.

I commend this strategy to all stakeholders in national development as we forge ahead with the development of the country.

Sen. Abubakar Atiku Bagudu, CON

Honourable Minister

Federal Ministry of Budget and Economic Planning

Federal Republic of Nigeria



ACKNOWLEDGEMENTS

This Document on the Third National Strategy for the Development of Statistics [NSDS III], 2024-2028, is a product of several processes, which commenced at the end of the implementation period for the Second National Strategy for the Development of Statistics (NSDSII), 2017-2021. The NSDS III was designed by NBS with the funding from the government and the World Bank Fiscal Governance Institutions Project [FGIP]. The design process closely followed international guidelines and standards. In particular, the design used a participatory process that included engaging policy and decision makers at high level, as well as engaging various stakeholders especially during the assessment of the National Statistical System (NSS). To this end, three stakeholder workshops were held which provided vital inputs into the process from across the country.

From conception to the final outcome, a number of persons and organisations were actively involved in bringing the document to fruition. First, we gratefully acknowledge the Honourable Minister of Budget and Economic Planning, His Excellency, Sen. Abubakar Bagudu, CON for his solid support and encouragement towards the development and progress of statistics in Nigeria. We also acknowledge the support the National Statistical System (NSS) continues to receive from the National Assembly through the Senate Committee on National Planning and Economic Affairs (under the leadership of Distinguished Sen. Yahaya A. Abdullahi [Chairman] and Distinguished Sen. Kenneth Eze [Vice-Chairman]) as well as the House of Representatives Committee on National Planning and Economic Development led by Hon. Ibrahim A. Isiaka.

Our development partners have been pillars of support for the development of statistics over the years. We are indebted to them all for this support. In particular, we very much appreciate the funding support received from the World Bank to design and validate this Strategy.

We thank the consultants hired by the National Bureau of Statistics (NBS)/World Bank to support the design of this Strategy. They invested their intellect, time, energy and wealth of experience to assist NBS in producing NSDS III as a blueprint for the national statistical development and a model for Africa. These Consultants are: Professor Ben Kiregyera, Chief Oladejo O. Ajayi, and Sir Henry C. Eteama. In addition, a group of experts were invited to facilitate the various Stakeholders' Engagement Workshops and Validation Exercises. They include: the Special Adviser to the President on Economic Matters, Dr. Tope Fasua, Professor Vincent O. Akinyosoye, Professor Peter Osanaiye, Sir Olusegun A. Adekunle, Greg. Nzekwu, Dr. Muhammad A. Bamanga and Dr. Segilola Oluwole.

The invaluable inputs from the expanded population of stakeholders at the NSDS III Engagement Workshop series -- in Abuja for the National; Kano, Kano State for the Northern States; and Uyo, Akwa Ibom State for the Southern States -- have also greatly enriched this document as it truly reflects a national spread of inputs. The stakeholders included: various Data Users, Suppliers

and Producers from government, the Organised Private Sector, Civil Society Organisations, Opinion Leaders, and the Media.

The Management and Staff of the NBS have played a critical role in developing NSDSII in addition to the achievements recorded by the Bureau over the years. Indeed, for success to be achieved in the work-place there is no alternative for a reliable and dependable staff complement in the Bureau. The Secretariats for the various stages of the NSDS III design process demonstrated strong commitment, dedication and professionalism in the discharge of their duties. The Chief Rapporteur in all the events, Onukwughu E. Osuji and his team, Abubakar Umar I. and Usman M. Sumaila; with Samuel Adakole as Project Manager and head of the Secretariats, did a great job for which we are thankful. The draft NSDS III was reviewed by the Office of National Statistics (ONS) of the United Kingdom which made insightful comments that helped to make improvements. We want to thank especially Ms. Emily Poskett in this regard.

I have no doubt that this blueprint for national statistical development will transform and modernize the NSS and lead the country to a higher level of data maturity where data is seen as a strategic asset and a transformative force, and data-driven decision-making is pervasive. Therefore, the leadership and all staff of NBS will do everything possible to ensure that this Strategy is fully implemented.

Prince Adeyemi Adeniran

Statistician-General of the Federation/CEO, NBS



PREFACE

This Third National strategy for the Development of Statistics (NSDS III) has been designed at an inflexion time for official statistics in Nigeria and Africa – a time of unprecedented demand for high-quality, open, disaggregated and geo-coded data more quickly (speed) and more frequently (periodicity); emerging broad data ecosystem that extends frontiers of the traditional National Statistical System (NSS) and new data sources; new developments in information technology and telecommunication including Artificial Intelligence(AI) and machine learning (ML); and multi-stakeholder partnerships for sustainable development data. The NSDS III has been designed to transform and modernize the NSS in response to the said changing statistical landscape.

This document is structured into four parts – preliminary pages, chapters 1- 7 and annexes. Preliminary pages include a Foreword, Acknowledgements, Advocacy messages about statistics, Preface, Map of Nigeria, Main concepts and definitions, and a List of tables and figures. Chapter 1 presents information about the country; data demand by government (at all levels) and non-government entities; statistical development in the country including development of the NSS (including a historical note) and statistical planning. Key data producers are presented, viz. the NBS which is the custodian of official statistics and the coordinator of the NSS, and government ministries, departments and agencies (MDAs) and other data producers. Also presented are data sources and key outputs of the NSS. The relationship between the NSDS and the global statistical system is presented as well as the emerging data ecosystem. Chapter 2 is about the process and methodology for designing the NSDS III that includes literature review, stakeholder consultations, evaluation of NSDS II, main findings, etc. It also presents lessons learnt from assessment of the NSS, enhancing factors and data challenges as well as emerging issues and strategic priorities for NSDS III.

Chapter 3 presents the strategic framework that focuses on the transformation and modernization of the NSS in order to achieve data maturity and maximize data impact on national development. It includes the strategic foundations (vision, mission and core values of the NSS) and the strategic direction (strategic objectives and initiatives/activities). The strategic objectives are informed by identified data challenges and strategic priorities identified in Chapter 2 as well as the theory of change. The objectives which are SMART are aligned to the NDP, the Second Strategy for the Harmonization of Statistics in Africa and the Cape Town Global Action Plan for Sustainable Development Data. Under each of the strategic objectives, a number of initiatives/activities are identified for delivering the desired outputs, outcomes and data impact. When these initiatives/activities will be undertaken, for how long and by whom is specified in the document.

Chapter 4 presents the implementation, monitoring and evaluation arrangements for the Strategy. Implementation arrangements include mobilization of drivers of strategic success, viz, institutional and organizational enhancement (creating Strategy awareness; strengthening the Statistics Act, 2007; establishing structures for implementing the Strategy, strengthening statistical coordination arrangements and tools; and responding to emerging issues); people development (empowering staff through training and motivation); processes improvement (improving existing processes, investing in new processes; and leveraging innovative technology and innovations to create new value-added products and services. Provision is also made for preparation of the annual activity plans and mobilization of resources for their implementation.

Monitoring of Strategy implementation will be undertaken periodically to: track inputs, activities and outputs; determine if implementation is on course or not; alert management to problems or potential problems before the situation becomes critical. In particular, monthly, quarterly and annual reports will be prepared and presented to appropriate authorities for information and/or action. There is provision for undertaking a mid-term and end-term evaluation of NSDS III. Chapter 5 presents the NSDS III detailed budget estimates and sources of funding.

The document has an Annex that presents tables of expenditure estimates by activity; a national programme of surveys, censuses and related statistical activities; DQAF generic framework assessment of the NSS; and the Gantt Charts for major statistical activities.

ADVOCACY MESSAGES ABOUT STATISTICS



Statistics is Power



“To understand God's thoughts we must study statistics, for these are the measure of his purpose”

(Florence Nightingale)



“What steam was to the 19th century, and oil has been to the 20th, data is to the 21st century. It's the driver of prosperity, the revolutionary resource that is transforming the nature of social and economic activity, the capability that differentiates successful from unsuccessful societies”

(Royal Statistical Society)

Statistical Literacy



“Numbers are not only important because they are pervasive; they are pervasive because they are important. It is because numbers have both the power to influence and the power to inform that we need to educate citizens to attend to numbers, to understand them, and to think thoughtfully and critically about them”,

(Lutsky, 2008)

Business case for investment in statistics



“Investment in statistical capacity will pay for itself many times over by improving the efficiency with which governments allocate resources between public services”,

PARIS21



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ACRONYMS/ABBREVIATIONS

4IR	<i>Fourth Industrial Revolution</i>
AfDB	<i>African Development Bank</i>
AI	<i>Artificial Intelligence</i>
ARR	<i>Annual Review Report</i>
BOP	<i>Balance of Payments</i>
CAPI	<i>Computer-Assisted Personal Interviewing</i>
CBN	<i>Central Bank of Nigeria</i>
CBOs	<i>Community Based-Organisations</i>
CEO	<i>Chief Executive Officer</i>
CDG	<i>Citizen Generated Data</i>
CISON	<i>Chartered Institute of Statisticians of Nigeria</i>
COVID-19	<i>Corona Virus Disease 2019</i>
CPD	<i>Continuing Professional Development</i>
CPI	<i>Consumer Price Index</i>
CSOs	<i>Civil Society Organisations</i>
CTGAP	<i>Cape Town Global Action Plan for Sustainable Development Plan</i>
DfID	<i>Department for International Development [now known as Foreign, Commonwealth and Development Office [FCDO]</i>
DIL	<i>Data Innovation Laboratory</i>
DMO	<i>Debt Management Office</i>
DQAF	<i>Data Quality Assessment Framework</i>
DRS	<i>Disaster Recovery Site</i>
EA	<i>Enumeration Area</i>
ECOWAS	<i>Economic Community of West African States</i>
EU	<i>European Union</i>
FAO	<i>Food and Agriculture Organisation</i>

FCT	<i>Federal Capital Territory</i>
FEC	<i>Federal Executive Council</i>
FGIP	<i>Fiscal Governance Institutions Project</i>
FMBEP	<i>Federal Ministry of Budget and Economic Planning</i>
FMFB	<i>Federal Ministry of Finance and Budget</i>
FOS	<i>Federal Office of Statistics</i>
GDF	<i>Global Data Facility</i>
GDP	<i>Gross Domestic Product</i>
GHS	<i>General Household Survey</i>
GIS	<i>Geographical Information System</i>
GNI	<i>Gross National Income</i>
GNP	<i>Gross National Product</i>
GPS	<i>Geographical Position System</i>
ICT	<i>Information Communication Technology</i>
IDPs	<i>Internally-Displaced Persons</i>
ILO	<i>International Labour Organisation</i>
IMF	<i>International Monetary Fund</i>
ISI	<i>International Statistics Institute</i>
LAN	<i>Local Area Network</i>
LGA	<i>Local Government Area</i>
LGSIS	<i>Local Government Statistical Information System</i>
MDAs	<i>Ministries, Departments and Agencies</i>
MICS	<i>Multiple Indicator Cluster Survey</i>
ML	<i>Machine Learning</i>
MOU	<i>Memorandum of Understanding</i>
MTR	<i>Mid-Term Review</i>
NBS	<i>National Bureau of Statistics</i>
NCC	<i>Nigeria Communication Commission</i>
NCCS	<i>National Consultative Committee on Statistics</i>
NCS	<i>National Council on Statistics</i>

NDB	<i>National Data Bank</i>
NDP	<i>National Development Plan</i>
NEC	<i>National Economic Council</i>
NGOs	<i>Non-Governmental Organisations</i>
NIS	<i>National Institute of Statistics</i>
NISE	<i>National Integrated Survey of Establishments</i>
NISH	<i>National Integrated Survey of Households</i>
NLFS	<i>Nigerian Labour Force Survey</i>
NLSS	<i>Nigerian Living Standards Survey</i>
NPC	<i>National Population Commission</i>
NSDS	<i>National Strategy for Development of Statistics</i>
NSI	<i>National Statistical Infrastructure</i>
NSMP	<i>National Statistical Master Plan</i>
NSO	<i>National Statistics Office</i>
NSS	<i>National Statistical System</i>
NSTF	<i>National Statistics Trust Fund</i>
ONS	<i>Office of National Statistics of the United Kingdom</i>
OPS	<i>Organised Private Sector</i>
PARIS21	<i>Partnership in Statistics for Development in the 21st Century</i>
PIO	<i>Project Implementation Office</i>
QPR	<i>Quarterly Progress Report</i>
RandD	<i>Research and Development</i>
RMLF	<i>Results-based Management Logical framework</i>
RSDS	<i>Regional Strategy for the Development of Statistics</i>
RSS	<i>Royal Statistical Society</i>
SAS	<i>System of Administrative Statistics</i>
SBS	<i>State Bureau of Statistics</i>
SCCS	<i>State Consultative Committee on Statistics</i>
SDDS	<i>Special Data Dissemination System</i>
SDGs	<i>Sustainable Development Goals</i>

SG	<i>Statistician-General</i>
SHaSA2	<i>Strategy for the Harmonisation of Statistics in Africa</i>
SMP	<i>Statistical Master Plan</i>
SPI	<i>World Bank Statistical Performance Indicator</i>
SPSS	<i>Statistical Package for Social Sciences</i>
SSAs	<i>State Statistical Agencies</i>
SSG	<i>State Statistician-General</i>
SSMP	<i>State Statistical Master Plan</i>
SSSs	<i>Sector Statistics Strategies</i>
StatCom-Africa	<i>Statistical Commission for Africa</i>
SVDP	<i>Statistical Vehicle for Data Production</i>
TFSCB	<i>Trust Fund for Statistics Capacity Building</i>
TQM	<i>Total Quality Management</i>
UN	<i>United Nations</i>
UN WOMEN	<i>United Nations Women</i>
UNDP	<i>United Nations Development Programme</i>
UNECA	<i>United Nations Economic Commission for Africa</i>
UNECA roadmap	<i>UN Economic Commission for Africa Roadmap for Transformation and Modernization of Official Statistics in Africa</i>
UNFPA	<i>United Nations Fund for Population Activities</i>
UNICEF	<i>United Nations Children Fund</i>
UNIDO	<i>United Nations Industrial Development Organization</i>
UNSC	<i>United Nations Statistics Commission</i>
USD	<i>United States Dollar</i>
WHO	<i>World Health Organisation</i>



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MAIN CONCEPTS

The following main concepts are used in this document.

Big Data	Big data refers to extremely large, complex datasets that traditional data-processing software can't handle efficiently. It includes data that's high in volume (large amounts), velocity (rapidly generated), and variety (diverse formats and sources).
Citizen Generated Data	Data collected, created, and shared by individuals or community members, often outside of formal institutional data-gathering processes.
Data [Singular is Datum]	Data is information that has been translated into a form that is efficient for movement or processing. Raw data is a term used to describe data in its most basic digital format
Data Ecosystem	This is the complex environment of co-dependent networks and actors that contribute to data collection, processing/analysis, dissemination and use. They can span across sectors and sub-sectors of a geographical entity or jurisdiction. It includes the traditional National Statistical System and new data entrants among which are data suppliers, data producers and data users
Data Infrastructure Strategy	This is a design to build, manage and maintain systems, processes and tools that enable data collection, management and use in ways that can be shared across systems
Data Integration	This is the process of combining and unifying data from different sources to provide a comprehensive dataset. The primary goal is to enrich and cross reference data to provide in-depth analysis in support of decision-making
Data Producers	These are institutions and establishments involved in data collection, compilation, analysis and dissemination of statistical information. Majorly, they turn data into statistical information, and also engage in data management like data banking, warehousing and archiving
Data Suppliers	Within the National Statistical System, these are mainly households, groups, associations and establishments that cooperate and supply data to data-collecting agencies

Data Users	These are the key clientele of data production system who demand and use statistical products and services. They are ever increasing in number and diverse in nature
Intermediate Data Users	These are majorly from the academia, research and development institutions, media establishments and training institutions. They engage in extensive analytics and data mining operations from primary, but protected data sources
Macro-data	These consist mainly of the aggregate values of flows; e.g. at the level of the total economy, such as GDP and National Income
Micro-Data	These refer to information at the level of individual units/respondent; e.g., names, age, home address, educational level, employment status, etc
National Statistical Infrastructure	This is categorised into three major pillars: Physical Infrastructure; Information, Communication and Technology [ICT] Infrastructure; and Data Infrastructure.
National Statistical System	This is a network of data producers, data users, data suppliers and capacity-building/training institutions; working together towards having sound and reliable statistics for Nigeria
Results-Based Management Logical Framework	This is a performance management strategy widely regarded as best practice for performance measurement, monitoring and evaluation. It provides the basis for costing projects in a strategic framework with clear objectives and goals
Stakeholders	These are individuals, groups or organisations that have an interest or concern in the outcome or interpretation of statistical data.
State Statistical Agency	An Office created by the State to co-ordinate statistics in that jurisdiction
State Statistics Bureau	The apex statistical body corporate of the State, backed by Edict, whose head is designated “Statistician-General of the State”
Statistical Advocacy	This is about creating more awareness about the importance and role of statistics to society especially, by highlighting data driven policies and decisions to the general public. It entails making society in general statistics sensitive.
Statistical directory of establishments	Typically, this contains comprehensive data about various businesses and organizations within a specified region. This data can include information such as the type of establishment, number of employees, annual revenue, industry classification, and geographical location. Such a directory is invaluable for economic surveys and censuses, economic analysis, market research, and policymaking.

Statistical Infrastructure	These are generally regarded as tools and structures that support the operations of a statistical system; providing an enabling environment for work in the data value chain
Statistical Vehicles for Data Production	These are: National Integrated Survey of Households which mainly uses households as the primary sources of data [NISH]; National Integrated Survey of Establishments [NISE]; and System of Administrative Statistics [SAS]. For the NISE, primary data are mostly sourced from such establishments as industries, businesses and established units other than household units.
Statistician	A professional who is trained to practise [and works on] statistics
Statistics [Singular is Statistic]	The science or practice of developing and studying methods for collecting, analysing, interpreting and presenting empirical data
Statistics/Data Audit	Evaluation of the quality of data produced by the NSS by teams set up by National Consultative Committee on Statistics CCS
System Interoperability	This refers to the standards, protocols, technologies and mechanisms that allow data to flow between diverse systems with minimum human intervention
System of Administrative Statistics	Unique processes through which data generated consciously or unconsciously in the processes of work is harnessed, developed and managed
Ultimate Data Users	Government apex Statistical Organisations like the National Bureau of Statistics [NBS], National Economic Council, Planning Ministry, State Bureaus of Statistics, State Ministries of Economic Development, other Policy-Makers, and Development Partners.



EXECUTIVE SUMMARY

I: Government commitment to statistics

The Federal government of Nigeria (the government) recognizes the vital role of statistics as a prerequisite for many government functions, including policy-making, legislation, resource allocation, public service delivery, monitoring and reporting on development progress. In particular, the government requires statistics to inform the implementation and monitoring of the National Development Plan (NDP) 2021-2025, Nigeria Agenda 2050, Africa Agenda 2063 and the Sustainable Development Goals (SDGs). Other players in national development (private sector, civil society, academia, analysts, the media and development partners) also require good quality official statistics for various purposes. Accordingly, government is committed to producing official statistics as a national “public good” and a driver of national prosperity, to use the statistics to run the country as a modern and democratic state and to ensure access to official statistics by all who need them.

“NBS has enhanced its profile and band, is better structured and resourced, is well led and managed, is operations are IT-driven and its headquarters were refurbished”

The said government commitment is underscored by reforms of the National Statistical System (NSS) that included the promulgation of the Statistics Act of 2007 that established the National Bureau of Statistics (NBS) as a State agency responsible for official statistics; the development and implementation of the National Statistical Master Plan (NMP), 2005-2009; subsequent formulation and implementation of rounds of the National Strategy for the Development of Statistics (NSDS) – NSDS I, 2010-2014; NSDS II, 2017-2021 and now NSDS III, 2024-2028; as well as funding various censuses, surveys and other statistical activities.

II: NSDS III design processes

At the expiration of the NSDS II, 2017-2021, the National Consultative Committee on Statistics recommended the design of the NSDS III which was designed following international standards and guidelines, and with funding from government and the the World Bank under the Fiscal Governance Institutions Project. The design involved literature review; stakeholder consultations and engagements to create awareness; design and use of tools to assess the state of the NSS; and the evaluation of NSDS II. Performance of the NSS was assessed against the six

dimensions of the IMF-Data Quality Assessment [Generic] Framework, the IMF-Special Data Dissemination Standard [SDDS], the World Bank Statistical Performance Indicator (SPI) and the Open Data Index.

Main findings: there is commitment by Federal government and some State governments to statistics; NBS has enhanced its profile and band, is better structured and resourced, is well led and managed, its operations are IT-driven and its headquarters were refurbished; there are other government agencies that have made impact on statistical development. They include among others, the Central Bank of Nigeria, National Population Commission, Ministry of Petroleum Resources, Federal Inland Revenue Service, etc.; greater statistical awareness was created especially among policy and decision-makers as well as legislators about the role and importance of statistics; considerable statistical capacity was built among government ministries, departments and agencies (MDAs) at federal and State levels; there was improved statistical coordination among various data producers; modernization of statistical processes through digitalization including upgrading ICT systems and full computerization of statistical processes at NBS, NBS data centre that ensures data integration, etc.; undertaking a digital Population and Housing Census in 2019; use of Computer Assisted Personal Interviews (CAPI) in several surveys and other statistical activities; capacity was built at NBS and in various MDAs at federal and State levels; strong partnerships for statistics were built with difference development partners; etc. While NBS scored high on IMF DQAF and SDDS dimensions, other data producers had average to low scores; the country's score on SPI has been rising steadily; and the country's score on Open Data Index was a low of 45% and the country ranked 115th out of 195 countries in the world on this index.

Main data challenges: low levels of statistical literacy across society, inadequate statistical advocacy, general under-resourcing of the statistics function in MDAs at federal and State levels, inadequate statistical infrastructure including ICT, inadequate coordination and feedback mechanisms, inadequate administrative data, data gaps in key areas such as climate, gender, etc. and poor security in some States. Lessons learnt included the following: need to turn government commitment into increased funding for statistics especially at sub-national levels; need to maintain the profile and image of NBS as the NSS coordinator and custodian of official statistics; imperative of scaling up statistical advocacy; improving administrative data; importance of setting targets and timelines to enable accountability, monitoring and reporting on development progress; need for better statistical coordination and capacity building; and the importance of transforming and modernizing official statistics.

Emerging issues and strategic priorities, risk analysis and mitigation measures, and critical success factors for NSDS III were also identified.

III: Strategic framework

The framework focuses on the transformation and modernization of the NSS in order to achieve data maturity and maximize data impact on national development. It includes The strategic

foundations (vision, mission, and core values of the NSS) and the strategic direction (strategic objectives and initiatives/activities).



Strategic objectives: These were informed by identified data challenges and strategic priorities as well as the theory of change. The objectives are SMART and are aligned to the NDP, regional (Africa) and global statistical development frameworks, viz. the Second Strategy for the Harmonization of Statistics in Africa, the UN Economic Commission for Africa Roadmap for Transformation and Modernization of Official Statistics in Africa and the Cape Town Global Action Plan for Sustainable Development Data. The strategic objectives include: Statistical Advocacy, Legal and Policy Framework, Institutional arrangements and organisational development, Human Resource Development, Statistical Infrastructure Development, Data Development and Management, Statistical Research and Data Usage, and Funding and Financing Arrangements. Under each of these strategic objectives, a number of initiatives/activities are identified for delivering the desired outputs, outcomes and data impact. When these initiatives/activities will be undertaken, for how long and by whom is specified in the document.

The NSDS III budget estimates is are provided. The budget will be revised as condition change during Strategy implementation. The total budget for five years is estimated at US\$ 875,000,000:00 or N1,411,375,000,000 using CBN exchange rate of N1,613 per US\$. Most of the funding is expected to come from Governments at Federal, State and Local levels. Development partners, various institutions, and the organised private sector of industries and businesses will be mobilized to supplement government budgetary allocations to statistics.

IV: Implementation, monitoring and evaluation

Implementation arrangements include mobilization of drivers of strategic success, viz, institutional and organizational enhancement (creating Strategy awareness; strengthening the Statistics Act, 2007; establishing structures for implementing the Strategy, strengthening statistical coordination arrangements and tools; and responding to emerging issues); people

development (empowering staff through training and motivation); processes improvement (improving existing processes, investing in new processes; and leveraging innovative technology and innovations to create new value-added products and services. Provision is also made for preparation of the annual activity plans and mobilization of resources for their implementation.

Monitoring of Strategy implementation will be undertaken periodically to: track inputs, activities and outputs; determine if implementation is on course or not; alert management to problems or potential problems before the situation becomes critical. In particular, monthly, quarterly and annual reports will be prepared and presented to appropriate authorities for information and/or action. There is also provision for undertaking a mid-term and end-term evaluation of NSDS III.

CHAPTER 1: INTRODUCTION

1.1 About Nigeria

The Federal Republic of Nigeria is located in West Africa and situated between the Sahel to the north and the Gulf of Guinea to the south off the Atlantic Ocean. It covers an area of 923,769 square kilometres. With a population of over 230 million people, it is the most populous country in Africa, and the world's 6th most-populous country.



Nigeria shares international boundaries with Niger to the north, Chad to the north-east, Cameroon to the east, and Benin to the west. The Federation is structured into 36 States and a Federal Capital Territory [FCT] – which hosts the capital, Abuja. These States and the FCT are further structured into 774 Local Government Areas [LGAs]. In some contexts – mainly for political and administrative convenience – the States are aggregated into 6 ‘geo-political’ zones: North-East, North-Central, North-West, South-East, South West, and South-South.

There are 3 tiers of governance in Nigeria: Federal, State and Local; headed by an Executive President, State Governors and Local Government Chairmen/Chairpersons respectively. While certain issues like Security/Defence are on the exclusive legislative list, some others like Education are on the Concurrent List. The exclusive list is strictly under the purview of the Federal Government, while the Concurrent List is open to the 3 tiers of government.

In 2021, Nigeria was ranked the first among 54 countries in Africa by size of nominal Gross Domestic Product [GDP] valued at 173.5 trillion Naira with a positive 3.65% annual growth rate in real terms. A break-down of the GDP showed that Agriculture contributed 23.36 per cent of the GDP, while 31.41 per cent came from Industry and 43.79 per cent from the Services sector. Presently, the Nigerian Economy can be described as a middle-income, mixed economy and emerging market, with expanding manufacturing, financial services, communication, technology and entertainment, among others.

1.2 Demand for Data

Nigeria subscribes to management-for-development-results that focuses on achievement of outcomes/impacts of development processes and initiatives. Accordingly, the country has formulated and implemented or is implementing a number of development agendas that include the Long-Term Vision for Nigeria (LTV-2050) and National Development Plans [NDPs].

There are also development strategies of Government Ministries, Departments and Agencies [MDAs] at the Federal and State levels, which are aligned to the NDPs.

The Nigeria Agenda 2050 is the long-term development blue-print for the country and is motivated by a collective aspiration for a better society by the year 2050. The aim is to transform the country into an “Upper-Middle-Income Country”, with a significant improvement in Per Capita Income. The Vision is being implemented through successive medium-term development plans. The current one covers the period 2021-2025 and is aligned to the Africa Agenda 2063 on “The Africa We Want” and the United Nations Agenda 2030 on Sustainable Development Goals [SDGs]. The NDP is a blue-print designed to unlock the country’s potentials in all sectors of the economy for sustainable, holistic and inclusive national development, with the active involvement of different facets of the private sector, sub-national governments, civil society and facilitated by the Federal Government of Nigeria.

These development agendas and strategies require a lot of official statistics to improve public policies, programmes and service delivery; prioritise use of scarce resources and targeting them to reach especially marginalised populations and areas; drive economies by providing information on business opportunities and jobs as well as support attainment of higher market efficiency; hold government accountable; and empower the citizenry to make better choices through more reliable information and knowledge. The following table identifies the main data users and uses:

Table 1: Main data users and users

Main data users	Main uses of data
Government Ministries, Departments and Agencies (MDAs) at Federal and State levels	<i>Use data for policy development, decision-making, planning, administration, monitoring, governance and accountability</i>
Politicians/Legislators	<i>Use data, especially for debate, assessment of development needs, budget discussions and approval/appropriation, etc.</i>
Economic Agents (Entrepreneurs, Industries and Businesses)	<i>Use data to assess business opportunities, risks, and prospects; planning, decision-making, monitoring, evaluation; reporting on business activities</i>
Civil Society Organisations	<i>Use population and other data to plan, implement, monitor, and evaluate their activities. They also use data for more informed policymaking, lobbying, holding governments accountable, and reporting to their headquarters and/or financiers.</i>
Research and Training Organisations (e.g. Research and Development Institutions, Tertiary Institutions -- Universities, Polytechnics)	<i>Use data to undertake research, conduct socio-economic- analyses, policy advice to government and businesses, and for teaching/learning purposes.</i>

Main data users	Main uses of data
The Media	<i>Use data to debate, inform, analyse and report on various development issues and events, and to call organisations and governments to account.</i>
International organizations and agencies	<i>Use data to assess requirements for assistance and/or participation in development activities, evaluate the effectiveness of the assistance and country-performance to provide a global picture of development.</i>
The wider public	<i>Use data to make individual decisions and assess the performance of government and for a variety of other purposes including public debate.</i>

The table below presents a mapping of high-level NSS statistical products against NDP strategic objectives to depict the relevance of data to NDP implementation, monitoring and evaluation:

Table 2: Mapping of NSS high-level statistical products against the NDP strategic objectives

NDP thematic areas	NSS high-level statistical products
1. Economic Growth and Development	<ul style="list-style-type: none"> ▪ <i>Financial Statistics</i> ▪ <i>Economic Statistics</i> ▪ <i>Industrial Statistics</i>
2. Infrastructure	<ul style="list-style-type: none"> ▪ <i>Infrastructure Statistics</i> ▪ <i>ICT Statistics</i>
3. Public Administration	<ul style="list-style-type: none"> ▪ <i>Governance Statistics</i>
4. Human Capital Development	<ul style="list-style-type: none"> ▪ <i>Social Statistics</i>
5. Social Development	<ul style="list-style-type: none"> ▪ <i>Social Statistics</i>
6. Regional Development	<ul style="list-style-type: none"> ▪ <i>Social and Economic Statistics</i>

Since the design of NDP, 2021-2025, a number of other development issues have emerged. These include: Energy Security, Industrialisation (4th Industrial Revolution -4IR), Blue Economy, Climate Change and other aspects of environmental concerns. These areas require new knowledge, capacity, skills and logistics to be able to produce relevant and adequate statistics.

Increasing data demand requires enhanced availability of data; hence the need for evidence-based decision-making and the growing recognition of the value that statistical analysis brings in various development domains. These necessitate production of many additional high-quality, open, disaggregated and geo-coded data more quickly [speed] and more frequently [periodicity]. They also require statistical systems to be agile and resilient to absorb shocks [e.g. COVID-19 and security challenges] and more responsive to ever-changing data needs. The following section explains how demand for data is being met in the country while Chapter three presents

pathways towards transformation and modernization of the NSS to make it more agile, resilient and responsive to user needs.

1.3 Statistical development in the country

Successive Nigeria governments have been acutely aware of their responsibility to produce official statistics for own use but also for use by a multitude of non-governmental entities involved in national development. These entities include organizations in the private and civil society sectors, academia, international organizations and agencies, etc. Official statistics are needed for evidence-based policy, planning, decision-making, monitoring and reporting on development progress. The government has taken concrete steps to develop official statistics for the country. These steps include establishment and strengthening of a National Statistical System (NSS) and design of successive National Strategy for the Development of Statistics (NSDS).

1.3.1 National Statistical System (NSS)

The NSS is the ensemble of statistical organizations and units (Federal, State and Local Government) that develop, produce and disseminate official statistics on behalf of the Government. The stakeholders in the NSS also include the data users, development partners, media, academia, researchers, non-state actors and the general public.

(a) Historical Note

Official Statistics in Nigeria had a humble beginning in 1928 as a Statistical Unit in the Office of the Colonial Secretary in the Cabinet Secretariat of the British Colonial Administration. In 1947, a Statistical Section was established in the Department of Customs and Excise, which later metamorphosed into a full-fledged Department of Statistics. Two years later, in 1949, the department's responsibilities were expanded to form the nucleus of a centralized National Statistics Office for the country.

In 1957, a Statistics Act was enacted, which gave backing to a decentralized statistical system and advocated collaboration between the central and regional statistics offices in addition to co-ordination of their activities. With the adoption of a Federal system of government in 1958, the central and the three regions of government had their statistics establishments incorporated into a decentralized NSS. At independence in 1960, the Department of Statistics was moved from Customs and Excise to the Ministry of Finance and later the Federal Ministry of Economic Development with its name changed to the Federal Office of Statistics [FOS].

In the 1970s and 1980s further reorganization of the NSS led to the Central Bank of Nigeria taking on the collection of financial statistics and the National Population Commission given the responsibility for population statistics [including the conduct of population and housing census and collection of vital statistics like birth and death registrations and migration statistics], as well as the conduct of demographic and health surveys.

In 1989, a wholly-computerized data management agency was established and named the National Data Bank [NDB] with a data warehouse for holding time-series data dating back to 1914 when Nigeria was formally created. The two agencies, FOS and NDB, maintained complex and overlapping relationships with other members of the NSS. In the 1990s, FOS got its autonomy, which raised its status with the rank of Director-General as its Chief Executive Officer -- a grade equivalent to that of the Permanent Secretary reporting to the Minister. However, in most of the 1990s to 2003, several structural and operational challenges adversely affected statistical development in the country, which necessitated further interventions.

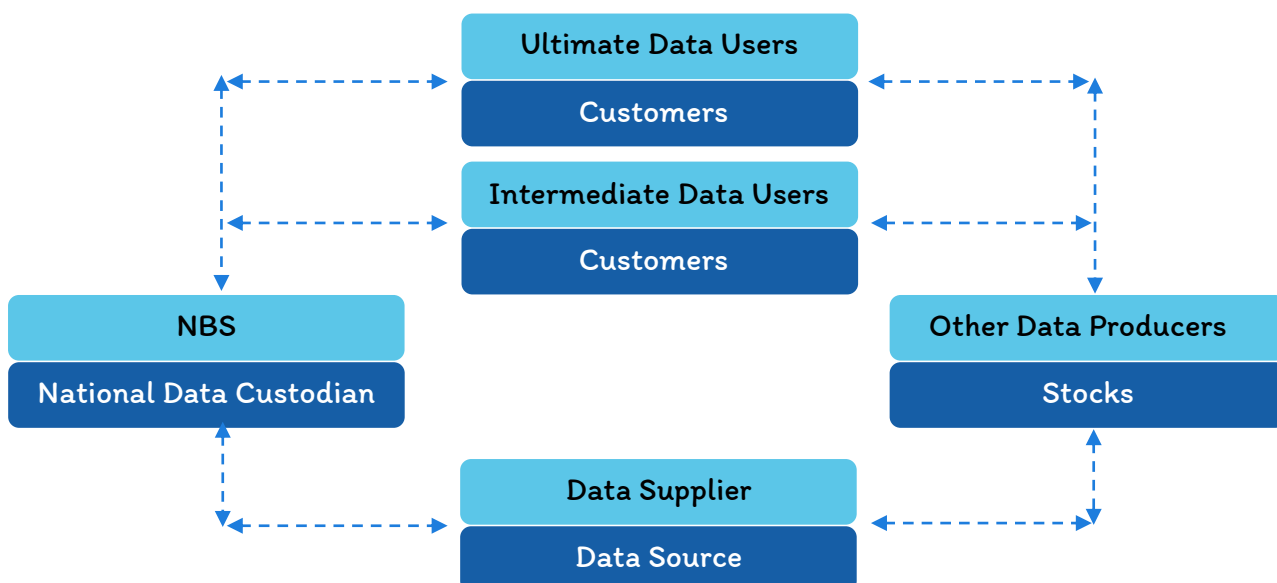
In 2004, the Federal Government undertook further statistical reforms by re-positioning and strengthening the Federal Office of Statistics (FOS) and its merger with the National Data Bank, but retaining the FOS name. The reforms were driven by the Statistical Master Plan (SMP) produced by the Federal Government of Nigeria with the support from the World Bank. The merger of FOS and NDB further led to the establishment of the National Bureau of Statistics [NBS] which gave the agency a national outlook as the apex statistical agency for all the three tiers of government. This significant stride was underpinned by the repeal of the Statistics Act, 1957 and enactment of Statistics Act, 2007. This Act formally established the NSS and its functions. It also provided for:

- Coordination of NSS.
- establishment of the Governing Board.
- establishment of the National Bureau of Statistics and its functions.
- establishment of the Federal School of Statistics [FSS] as a bilingual institution.
- appointment of the Statistician-General [SG] of the Federation SG and the responsibilities of the Office.

(b) Components of the NSS

The Figure below depicts the components of the NSS and relationships between them.

Figure 1: Graphical presentation of the NSS



The figure presents the components of the NSS as follows:

Data users:

Data users fall in the following categories:

Ultimate data users who are individuals or groups who interact with the final output of data processes and analytics. These users utilize the data for various purposes, such as decision-making, reporting, strategic planning, and operational tasks. These include policy and decision makers such as the Ministry of Budget and Economic Planning at Federal, State and Local Government Area levels. Other data users are in the private sector, civil society sector, the media, the international community and the general public. End data users require data to be accurate, timely, and presented in a user-friendly manner to derive meaningful insights and make informed decisions. They get data from NBS, the national data custodian, and other data producers including ministries, departments and agencies (MDAs) at Federal, State and Local Government Areas.

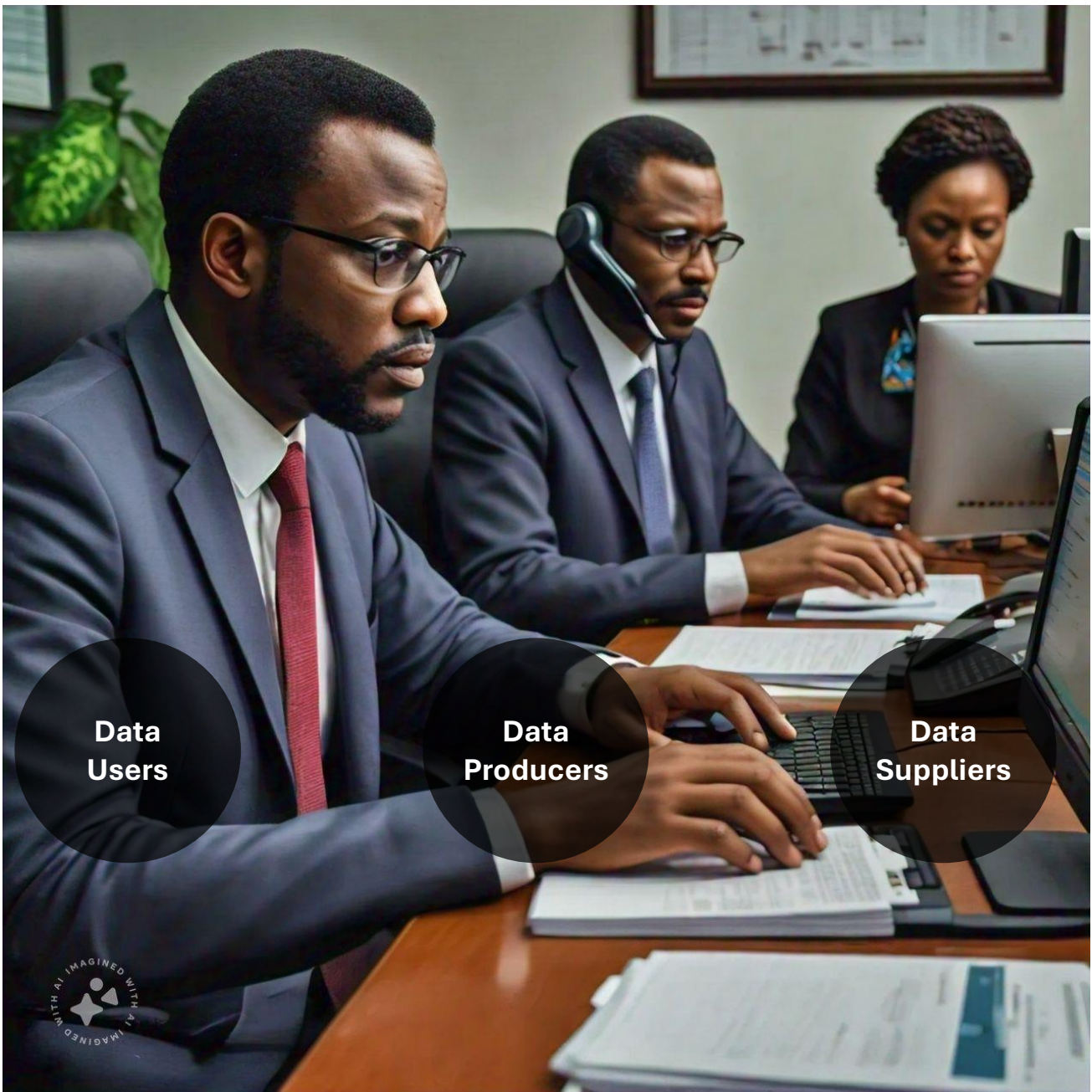
Intermediate data users are individuals who possess a level of proficiency in working with data. They typically have some experience with data manipulation, analysis, and visualization. These include researchers, analysts and academicians. Typically, these users require micro data to enable them do finer data analysis and modelling. However, this data has to be anonymized before it is given to the users because of the confidentiality provision in the Statistics Act and there is ready methodology to do this.

Data producers:

Data producers in the NSS are those organizations that collect, manage and disseminate data. These include the NBS which is also the coordinator of the NSS and the custodian of official statistics in the country. It mainly collects primary data from households and establishments in periodic censuses and surveys. It also collects secondary data from MDAs and States to compile national development indicators such as Gross Domestic Product (GDP). The other data producers are MDAs and States which produce administrative data from administrative records like school enrolment, civil registers, registers at health facilities, etc.

Data suppliers:

These include households, farmers, businesses, and institutions – those who have the required information. The role of data suppliers is to cooperate with data-collecting agencies in supplying accurate data and information when requested in the form required.



(c) Objectives of the NSS

The Statistics Act, 2007 states the objectives of the NSS as:

- (i) raise public awareness about the importance and role of statistical information to society.
- (ii) collect, process, analyse and disseminate statistical data.
- (iii) promote the use of best practice and international standards in statistical production, management and dissemination.
- (iv) promote the use of statistical data and information at individual, institutional, Local Government Area, State, National and International levels, especially for evidence-based-policy design and decision-making.

- (v) build sustainable capacity for the production and use of statistical data and information in the country for planning purposes and co-ordination of the National Statistical System.

(d) Key statistical outputs from the NSS

The NSS produces the following statistical outputs:

- (i) **Social Statistics:** These cover population and demography, migration and vital statistics, gender statistics, labour statistics, education statistics, health statistics, crime statistics, household/housing statistics, poverty statistics, transportation statistics, governance statistics, etc.
- (ii) **Economic Statistics:** These include national accounts, finance and price statistics, external trade and distributive trade statistics, statistics on agriculture, manufacturing, building/construction, mining and quarrying, communication, energy, etc.
- (iii) **Environmental Statistics:** These encompass Environmental/Natural Capital Accounts (NCA) statistics, land degradation/erosion rates, deforestation, water/sanitation, etc.
- (iv) **Other Statistics:** These include data about emerging issues over time.

(e) Current sources and methods of data collection

The above statistical outputs are produced by the NBS as well as government ministries, departments and agencies [MDAs] at the Federal, State and Local Government levels. Current data sources include households and establishments which are used in National Integrated Survey of Households [NISH], National Integrated Survey of Establishments [NISE] and System of Administrative Statistics [SAS].

Methods for collecting statistics include censuses, surveys and compilation of administrative records.

Censuses: This method of data collection provides benchmark statistical information required for social and economic planning. Censuses which are undertaken in the country include Population and Housing Census, Economic Census and Agricultural Census. Censuses are expensive and complex statistical operations. That is why they are typically carried out every ten years. Currently, the Population and Housing Census is conducted by the National Population Commission. Five such censuses have been undertaken in the country since independence, the latest being in 2006. Arrangements are underway to conduct the next census in the near future. The Economic Census is undertaken by the NBS and was last undertaken in 2020. The Agricultural Census is also undertaken by the NBS; the last one being in 2022 after a break of 29 years.

Surveys: Sample surveys are carried out to collect statistical information on households and businesses. To make surveys more cost-effective and produce better quality data, NBS has been implementing a system of surveys which include the following:

National Integrated Survey of Households [NISH]:

- Agricultural Survey [should be undertaken annually; the latest one was done in 2023]
- Demographic and Health Survey [periodicity is 5 years and it is currently on-going].
- Household Budget Survey [periodicity is 5 years].
- Labour Force Survey [periodicity is quarterly].
- Multiple Indicator Cluster Survey (MICS) [Like DHS, MICS is conducted at intervals of about five years - last done in 2016/2017]
- National Nutrition and Health Survey (NNHS) [last done in 2018]

National Integrated Survey of Establishments [NISE]:

- Quarterly Business Survey [planned periodicity is quarterly].
- Informal Sector Survey [periodicity is annually].
- Cross-border Survey [special survey].

System of Administrative Statistics [SAS]: This data system enables compilation of administrative data as by-products of operations of MDAs at every level. Examples include health statistics compiled from health records, employment statistics from employment services, vital statistics from the civic registration system, education statistics from enrolment reports from the Ministry of Education, balance of payments statistics from the Central Bank of Nigeria, government accounts from the Ministry of Finance and agricultural product prices from the Ministry of Agriculture, etc.

While administrative records can be very cost-effective sources of data, they are by and large not well kept or up-dated. Administrative systems are also not efficient. Invariably, statistical requirements such as standardisation of concepts and definitions, consistency, timeliness and completeness are not adhered to or considered and this presents a challenge of quality in production of administrative data. Administrative data, therefore, have tended to be incomplete, inconsistent, out-of-date and insufficiently reliable to be used with confidence. The NSDS III will have a special focus on fixing these weaknesses

Subscription to International Monetary Fund's Special Data Dissemination System [SDDS]:

It is important to state that Nigeria is one of the five Sub-Saharan countries subscribing to the SDDS for the dissemination of economic and financial data, which supports transparency, encourages statistical development, and enhances access to international capital markets. The other countries are Namibia, South Africa, Mauritius and Ghana.

(f) Key data producers

1. National Bureau of Statistics [NBS]

a) Establishment and mandate

The NBS was established by the Statistics Act of 2007 as the “*main National Agency responsible for the development and management of official statistics, the authoritative source and custodian official statistics in the country and is mandated to produce official statistics, and to coordinate the National Statistical System*”.¹ The Bureau reports to the Presidency, and has a Governing Board of Directors comprising 15 members from different stakeholder constituencies. The Board is responsible for policies as well as approving the structure, budget, programmes and projects of NBS as well as monitoring the co-ordination of the NSS. The Statistician-General of the Federation who is also the Chief Executive Officer of the NBS is appointed by the President. He/she is a full member and Secretary to the Board.

The Bureau has its headquarters in Abuja, the Federal Capital and an Office in each of 36 States, the FCT as well as the six geo-political zones to help with data collection and assist States to manage and use statistics. The Statistics Act also provides for a National Consultative Committee on Statistics [NCCS]. The NCCS is appointed by the President as one way of strengthening the coordination of the NSS and is chaired by the Statistician General.

b) Data Production and Management

Data Production: The NBS applies international statistical principles, standards, methods and practices to ensure that it produces data that are globally comparable, coherent and trustworthy. It collects primary data using censuses and surveys, some of which have been mentioned earlier. The Bureau also compiles and publishes key economic indicators based on data collected from different sources [including administrative records]. These indicators include the following:

- Poverty [including multi-dimensional poverty; last produced in 2023].
- Consumer Price Index [monthly, covering both rural and urban].
- Producer Price Index [annually].
- Index of Industrial Production [annually].
- National Accounts [quarterly and annually; has also been produced for 22 States and it is proposed to be produced for all States from 2024].
- Satellite Accounts [done for Education Sector, Health Sector, Tourism, Energy, Environment].
- Labour Force [quarterly].

¹ Nigeria Statistics Act, 2007

- Foreign Trade Statistics/Trade in Services [quarterly and annually].

Data Management: This includes:

- **Data Storage:** This involves the Data Bank, Data Warehouse, Data Archiving. All these are in the National Data Centre with intruder prevention facilities, power support system and fire prevention/fighting systems. The National Data Centre is accompanied of disaster recovery/fell-over site in an anonymous and secured location.
- **Data Dissemination:** NBS has data dissemination policies, including a data release calendar in tandem with the SDDS that provides a framework for availing statistical data and information to users. The policies provide for dissemination of macro-data, micro-data, indicator data, geo-data and [meta-data](#)². As much as possible, data visualisation technologies are used to assist users appreciate the stories the data are telling. Various data dissemination channels are used, including publications, workshops, media releases, website, open data portals, etc. Feed-back mechanisms from data users are in place and a Data-User Satisfaction Survey is periodically undertaken.

c) **Coordination Function**

The statistical co-ordination function of the NBS aims to ensure that various data producers achieve mutual reinforcement and synergy, get out of their silos, avoid working at cross-purposes, identify and fill data gaps, minimise reporting burden, avoid production of conflicting data and improve data quality. Various methods and tools have been developed and implemented by the NBS to co-ordinate the NSS. These include:

- The National Consultative Committee on Statistics [NCCS].
- The National Strategy for the Development of Statistics [NSDS].
- National Programme of statistical activities.
- State Consultative Committees on Statistics [SCCS].
- Statistical Committees.
- Partnerships, collaborations and programmes.
- Development and promotion of the Data Quality Assurance Framework
- Compendium of Main Concepts, Definitions and Classifications.
- Training School.
- Code of Practice for Official Statistics in Nigeria.
- Targeted Interventions.

2. National Population Commission

² Meta-data is defined as the data providing information about one or more aspects of the data; it is used to summarise basic information about data that can make tracking and working with specific data easier.

The National Population Commission (NPC) of Nigeria is another major producer of official statistics in the country. The Commission is a Federal Government agency that was established in 1988 and charged with the responsibility to collect, analyse, and disseminate population and demographic data in the country. Specifically, the NPC is responsible for:

- conducting the National Population and Housing Census that is essential for understanding population distribution, trends, and socio-economic dynamics across Nigeria's diverse regions. The most recent census was planned for 2023 (some sixteen years after the last census) but has faced various challenges, including logistics, political issues, and funding. The Commission also produces population estimates and projections, which are used for planning in areas like health care, education, and infrastructure.;
- undertaking various demographic and health surveys to gather critical information on the population's health, education, economic status, and more - these surveys support policy-making and resource allocation. The main surveys undertaken by the Commission include;
- undertaking the registration of births and deaths, and for compiling vital statistics, which are essential for tracking demographic changes. NPC is the lead agency in the implementation of the [Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics](#)³;
- undertaking and promoting public awareness and education regarding the importance of demographic data and its relevance to national development.
- Some of the key surveys undertaken by the NPC include:

a) Demographic and Health Surveys (DHS)

- **Description:** Conducted in collaboration with international organizations like USAID and ICF International, the Nigeria Demographic and Health Surveys are key for monitoring demographic trends, health indicators, and progress toward national and international health goals.
- **Frequency:** Typically conducted every five years, with recent surveys in 2008, 2013, and 2018.
- **Purpose:** Provides data on fertility, maternal and child health, nutrition, family planning, HIV/AIDS, and other health issues.

b) Verbal and Social Autopsy (VASA) Survey

- **Description:** This survey investigates the causes of child mortality through interviews with parents or caregivers of deceased children. It aims to collect information on the circumstances leading to deaths of children under five years of age.

³ This is a regional programme developed following the political commitment and policy directives of the African Ministers in charge of civil registration to reform and improve CRVS systems on the continent.

- **Purpose:** Helps to understand child mortality trends and the sociocultural factors influencing child health outcomes.

c) Nigeria Education Data Survey (NEDS)

- **Description:** Conducted to assess access to and quality of education across Nigeria. NEDS surveys typically focus on school enrolment rates, school facilities, literacy rates, and educational outcomes.
- **Purpose:** Helps in formulating policies to improve the education sector and track the performance of the country in meeting education-related SDGs.

d) Migration and Urbanization Surveys

- **Description:** These surveys aim to collect data on internal and international migration patterns in Nigeria, including the drivers of migration and its impact on urbanization.
- **Purpose:** Helps in understanding population movements, their causes, and the planning needed for urban development.

These surveys collectively provide a wealth of data that guide decision-making in various sectors such as health, education, employment, and urban planning.

The Commission is headed by a Chairman who is appointed by the President while the administrative head is the Director-General. It is composed of a policy-making body consisting of 37 Federal Commissioners representing each state in Nigeria and the Federal Capital Territory (FCT). It has offices in all States and Local Government Areas of the country.

The Commission's key activities, priorities and contributions to national statistical development for the period 2024-2028 include:

- Statistical policies and legal framework
- Organizational development and institutional arrangements
- Human resources development and skills enhancement programme
- Statistical infrastructure development
- Data development and management
- Statistical research and data usage

The Commission will, as usual, undertake some of these activities in collaboration with the NBS and other relevant MDAs such as the Ministry of Health.

3. The Central Bank of Nigeria

The Central Bank of Nigeria (CBN) is charged with the responsibility of overall control and administration of the monetary and financial sector policies of the Federal Government. The objects of the CBN are as follows:

- ensure monetary and price stability;
- issue legal tender currency in Nigeria;
- maintain external reserves to safeguard the international value of the legal tender currency;

- promote a sound financial system in Nigeria; and
- act as Banker and provide economic and financial advice to the Federal Government.

Consequently, the CBN is charged with the responsibility of administering the Banks and Other Financial Institutions Act (BOFIA), 2020, with the sole aim of ensuring high standards of banking practice and financial stability through its surveillance activities, as well as the promotion of an efficient payment system. In addition to its core functions, CBN has over the years performed some major developmental functions, focussed on all the key sectors of the Nigerian economy (financial, agricultural and industrial sectors). Overall, these mandates are carried out by the Bank through its various departments.

The production of statistics by the CBN plays a crucial role in informing economic policy and decision-making in the country. The CBN compiles and disseminates a wide range of statistical data that covers key economic indicators. Here's an overview of the key statistical outputs produced by the Central Bank of Nigeria:

a) Monetary and Financial Statistics

- **Monetary aggregates:** This includes the money supply (M1, M2, and M3), currency in circulation, demand deposits, savings, and time deposits. These statistics provide insights into the liquidity and overall financial condition of the Nigerian economy.
- **Interest rates:** The CBN monitors and publishes data on key interest rates, including the Monetary Policy Rate (MPR), lending rates, deposit rates, and interbank rates.
- **Credit statistics:** Data on credit extended by banks to different sectors of the economy, including households, businesses, and government, are tracked and published.

b) External Sector Statistics

- **Balance of payments (BoP):** The CBN produces comprehensive data on Nigeria's BoP, including the current account, financial account, and capital account. This includes trade statistics (exports and imports), remittances, foreign direct investment (FDI), portfolio investment, and external debt.
- **Foreign reserves:** The CBN regularly publishes data on Nigeria's foreign reserves, which are crucial for exchange rate stability and international trade.
- **Exchange rate statistics:** The central bank tracks and publishes official exchange rates and movements in the naira against major foreign currencies (e.g., USD, EUR, GBP).

c) Inflation and Price Statistics

- **Consumer Price Index (CPI):** While the NBS is the main agency for inflation data, the CBN also uses and publishes inflation statistics as part of its monetary policy formulation. It monitors trends in both headline and core inflation.

d) National Accounts and Real Sector Statistics

- The CBN monitors and reports on GDP growth and sectoral contributions to GDP. This includes statistics on agriculture, industry, services, and other economic sectors.

- **Sectoral performance:** Data on specific sectors, such as agriculture, manufacturing, and services, are published regularly. The central bank may provide insight into growth trends, sectoral output, and employment levels.

e) **Government Finance Statistics**

- **Fiscal statistics:** The CBN produces data on government revenue and expenditure, debt servicing, and fiscal deficits. These figures are critical for understanding fiscal policy and its impact on the economy.
- **Debt statistics:** In coordination with the Debt Management Office (DMO), the CBN monitors Nigeria's domestic and external debt levels, including the breakdown of debt by instruments and maturity.

f) **Capital Market Statistics**

- The CBN tracks data related to Nigeria's financial markets, including stock market performance, bond markets, and yields on government securities like Treasury bills.

g) **Statistical Publications**

- **Economic and Financial Reviews:** The CBN publishes reports that summarize key statistics and provide an analysis of Nigeria's economic and financial conditions.
- **Annual reports:** These reports provide a comprehensive overview of the economy, covering areas such as monetary developments, inflation, exchange rates, and external trade.
- **Statistical Bulletin:** The CBN's Statistical Bulletin is a key resource for accessing detailed historical data on the economy.
- **Monthly Economic Reports:** These reports provide an update on key macroeconomic indicators on a monthly basis.
- **Quarterly Reports:** The CBN also publishes quarterly reports that provide analysis and data on various aspects of the economy.

The CBN uses these statistics as a tool for economic planning, formulating monetary policy, and advising the government on fiscal matters. Its statistics are crucial for investors, policymakers, and researchers analyzing Nigeria's economic performance.

4. **Other Government Ministries, Departments and Agencies [MDAs]**

Another group of data producer in the country are government Ministries, Departments and Agencies [MDAs] at the Federal, State and Local Government levels. As indicated earlier, they compile administrative data as by-products of their operations. Some of them also conduct surveys exclusively or in collaboration with the NBS.

5. **Academia, Research and Development Institutions**

This category is the knowledge realm of the NSS that engages majorly in extensive data mining, analyses and dissemination of statistics that support teaching, learning, innovation, research and development. Some of these actors require micro-data for extensive data analysis and modelling key parameters and indicators. Furthermore, these actors provide veritable feed-backs that enable data producers in the NSS to improve the content, structure, tools and methods for data development and management.

6. Organised Private Sector [OPS]

This set of actors is domiciled in industries and businesses where goods and services are produced. A huge amount of data - Big Data - is generated from their activities. Big data refers to extremely large, complex datasets that traditional data-processing software can't handle efficiently. It includes data that's high in volume (large amounts), velocity (rapidly generated), and variety (diverse formats and sources). It will be shown later how Big data are increasingly being exploited as a major alternative source of data to improve official statistics.

OPS also requires data for informed decision-making, performance measurement, monitoring and evaluation of government fiscal and monetary policy impact on several components of their businesses. The OPS provide data to build levels of strategic alliances between them and the academia/research and development institutions and relevant government agencies in Nigeria's drive for enhanced knowledge-driven economic development. This facilitates understanding of the contribution of Innovation, Science and Technology-driven Research and Development to sustainable development. In addition, OPS provides useful feed-backs on adequacy of statistical products of the NSS.

(g) Emerging Data Ecosystem

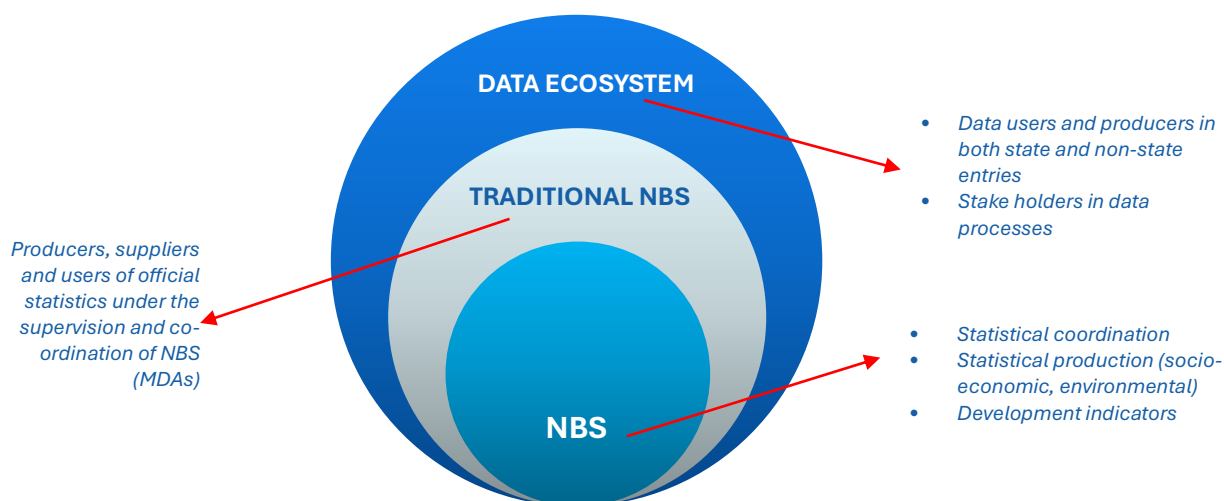
The unprecedented expanding and evolving data needs to meet the requirements of the results agendas mentioned above, has placed a lot of pressure on the NSS in a number of African countries. Even as the NSS faces several challenges in meeting the said data needs, new players are coming into the data space. Many of them are not even statisticians but have tools and solutions such as data science tools, while some others are basically "data enthusiasts" trying to fill data gaps⁴.

These new players can help the NSS improve official statistics in the country. They, therefore, need to be identified, embraced, co-ordinated and regulated to create an enabling legal environment conducive to a data-driven economy and country. This requires extending the frontiers of the traditional NSS defined above to an emerging data ecosystem of which the NSS will be part. The Cape Town Global Action Plan for Sustainable Development Data [CTGAP] emphasises the role of National Statistical Offices [NSOs] like the NBS as the co-ordinators of the emerging data ecosystem⁵. This evolving arrangement is displayed in the following figure.

⁴ UN Economic Commission for Africa, Integrated Strategic Toolkit for Transformation and Modernisation of Official Statistics in Africa, Addis Ababa, 2004.

⁵ UN Statistics Division, "Cape Town Global Action Plan", <https://unstats.un.org/sdgs/hlg/cape-town-global-action-plan/>, 2017

Figure 2: The emerging data ecosystem vis-a-vis traditional NSS

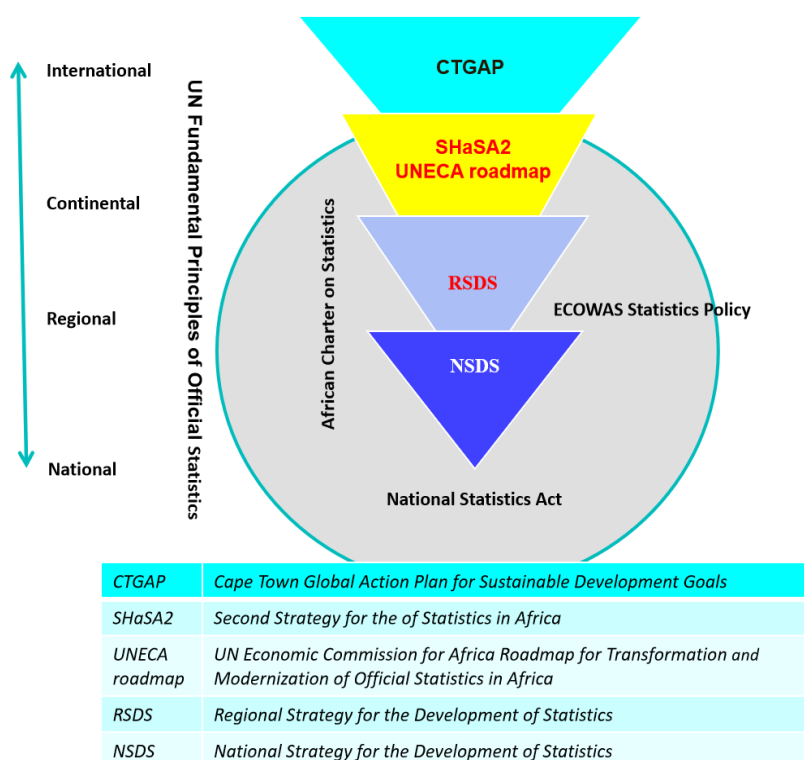


(h) NSS Linkage with International Statistical System

It is important to mention that the NSS is part of wider regional, continental and international statistical systems and its development is impacted by statistical developments at these various levels. It is, therefore, crucial to appreciate and develop the NSS in the context of these systems, taking advantage of opportunities, they present for knowledge transfer, peer learning and bench-marking of best practices.

The following Figure presents the statistical principles and frameworks which cascade from the international level through the continental, regional and to the national level.

Figure 3: Statistical Principles and Frameworks



Statistical Principles

As indicated earlier, these principles cascade from international to continental, to regional and finally to national levels. The UN Fundamental Principles for Official Statistics were adopted by the UN Statistical Commission in 1994 and endorsed by the UN General Assembly in January 2014. They provide a compass and point of reference for all official statistical work and operations in all countries. The African Charter on Statistics was endorsed by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union in February 2009. The Charter, which builds on the Fundamental Principles, is a tool for statistical advocacy at the highest level of government and commits countries to develop statistics in a manner consistent with best practice and international standards; for African governments to scale up support to statistics; and to use statistics for policy development, planning and decision-making at all levels. At regional level [ECOWAS for Nigeria], there is a Statistics Policy which aims at promoting use of statistics in support of regional integration and development. At country level there is the Statistics Act of 2007 which derives from the UN Fundamental Principles of Official Statistics.

Statistical frameworks

These also cascade from international down to national levels. The Cape Town Global Action Plan for Sustainable Development Data (CTGAP) is an international framework that provides direction for statistical development in the world with a special focus on strengthening NSSs so that they can be most responsive to statistical needs to achieve the 2030 Agenda and beyond. The plan was launched at the first UN World Data Forum held in Cape Town, South Africa in January 2017, adopted at the [48th Session of the UN Statistical Commission in March 2017](#), and welcomed by the UN General Assembly in its [resolution on the work of the Statistical Commission pertaining to agenda 2030](#)⁶. The Second Strategy for the Harmonisation of Statistics in Africa (ShaSA2) was adopted by the African statistical community as the general framework for statistical development on the continent. It aims to provide harmonised and quality statistics for the design and implementation as well as monitoring and evaluation of integration and development policies in Africa. It was endorsed in 2010 by the Joint Conference of African Ministers of Finance and Economy.

The UN Economic Commission for Africa Roadmap for Transformation and Modernization of Official Statistics in Africa (UNECA roadmap) was adopted At its 8th session in October 2022, the Statistical Commission for Africa endorsed principles and priorities for transformation and modernization set out in the “Road map for the transformation and modernization of official statistics in Africa, 2023-2030” and called upon African statistical system stakeholders to integrate them into national and regional planning relevant to the development of official

⁶ The 2024 UN World Data Forum is slated to approve CTAP 2.0 which is a realigned, streamlined and priority orientated framework for advocacy on data and statistics for sustainable development. In this context, the CTGAP launched in South Africa is referred to as CTGAP 1.0.

statistics. The UNECA's Conference of African Ministers of Finance, Planning and Economic Development during the fifty-fifth session in April 2023 called on countries, institutions and development partners to support the implementation of the said roadmap.

The Regional Strategy for the Development of Statistics [RSDS] is formulated to support regional integration and development agenda by making available relevant, timely, accurate and harmonised regional statistical information. Although ECOWAS has had a statistics policy for some time, it has not yet designed the RSDS. The NSDS is internationally-recognised as the best framework for building statistical capacity across the entire NSS and for dealing with a plethora of statistical challenges in developing countries.

Statistical governance

These also cascade from the international to the continental, to regional and to national levels. These include:

- (i) The United Nations Statistics Commission [UNSC] which was established in 1947 as the highest body of the global statistical system. It brings together the Heads of National Statistics [Offices (NSOs) of member-states from around the world. It is the highest decision-making body for international statistical activities, especially the setting of statistical standards, development of concepts and methods and their implementation at the national and international levels.
- (ii) The Statistical Commission for Africa (StatCom-Africa) is the apex inter-governmental body established by the Conference of African Ministers of Finance, Planning and Economic Development in 2006 to oversee and co-ordinate statistical development in Africa. It comprises Heads of NSOs from African countries.
- (iii) The ECOWAS Statistics Committee is responsible for the provision of policy and strategic guidance regarding development of statistics in the region. The Committee comprises Heads of NSOs of ECOWAS Member-States.
- (iv) The NSDS III provides for advocating for establishment of a National Council on Statistics (NCS) under the presidency which shall provide leadership and legal policy guidelines for the development of statistics in the country. This shall not be a replacement of the National Consultative Committee on Statistics (NCCS) which is chaired by the Statistician-General of the Federation, and which coordinates the NSS.

1.3.2 The National Strategy for the Development of Statistics

The formulation of successive National Development Plans (NDPs) and other development initiatives in the country has highlighted serious gaps in the NSS. The gaps were mainly in statistical legislation, infrastructure, human resources and data [scope, quantity, quality, timeliness and disaggregation]. The NSS was under-funded and under-performing, calling for major reforms. As pointed out earlier, these reforms were introduced in the country following the design of the Statistical Master Plan [SMP] for Nigeria in 2004. In the same year, a new Statistics Act was enacted to underpin the said statistical reforms and to establish an

autonomous National Bureau of Statistics [NBS]. This marked a wholly new phase for statistical development in the country that included the design of the generic State Statistical Master Plan [SSMP], the design of NSDS I, 2010-2014 and NSDSII, 2017-2021.

It is very important to note that the current NDP (2021-2025) adequately provides for statistical development in the country. Chapter 36 on Data Production and Co-ordination presents the following:

- Introduction that includes the role of statistics in development.
- National Statistical System – components, Statistics Act, co-ordination arrangements, etc.
- Challenges and Opportunities.
- Objectives and Targets, 2021-2025.
- Strategies and Policies for accomplishing the objectives/targets.

The NSDS II, 2017-2021 was designed and implemented at a momentous time in statistical development in the world. It was designed against the backdrop of mobilisation of a worldwide data revolution for sustainable development to improve data production, management, dissemination and use in support of the implementation of the Sustainable Development Goals [SDGs] -- to monitor progress, hold governments accountable and foster sustainable development. The data revolution was based on the following principles: data governance and independence, resources and capacity, quality and integrity, disaggregation, timeliness, transparency and openness, usability and curation, protection and privacy, and rights.

The implementation of the NSDS II ended at a time of COVID-19 which heavily impacted statistical production in most countries when data was badly needed for decision-making on matters of life and death. The pandemic also showed that NSSs across developing countries and in Africa in particular, lacked agility and resilience to shocks like the said pandemic. It was also a time the transformative and modernisation agenda for official statistics was unveiled at international level to make the NSS more agile, resilient, efficient, and responsive to unprecedented widening, increasing and evolving and diverse data user needs to meet the requirements of results agendas.

In 2023, the Statistician-General of the Federation/CEO of NBS set in motion the process of designing NSDS III. The Strategy has been designed considering the changing statistical landscape, the on-going data revolution for sustainable development data, the transformative agenda for official statistics, and international guidelines and best practice.



CHAPTER 2: NSDS III DESIGN PROCESS AND METHODOLOGY

2.1 The Process

In designing the NSDS III, careful attention was paid to the process because it is now well-recognised that in strategic planning, the process is as important as the Strategy itself. The process of designing NSDS III was funded by the Federal Government of Nigeria and the World Bank under the Fiscal Governance Institutions Project [FGIP].

It was ensured that the process:

- was systematic i.e., followed well laid-down steps.
- was participatory and inclusive, with key stakeholders at Federal, States and Local Government Area level engaged.
- provided an opportunity for statistical advocacy, especially among policy and decision-makers at different levels. Effective statistical advocacy is essential to drum-up support and commitment to invest in statistical production and development.
- was “best-practice”-compliant i.e., its design was guided by international standards and frameworks, e.g. principles and guidelines developed by PARIS 21 for designing of the NSDS, IMF framework for assessing data quality, etc.
- provided for alignment of the NSDS III to the NDP (2021-2025), African Agenda 2063 and the SDGs. The NSDS III maps out high-level NSS products against the NDP thematic areas [see table 2] and the NSDS III is also aligned to SHaSA2 and CTGAP strategic objectives [see table 4].

The following steps were taken to design NSDS III:

Step 1: Preliminary activities which involved the following:

- NCCS recommended the design of the NSDS III after the expiration of NSDS II.
- NBS and the World Bank meetings determined appropriate Terms of References, Protocols and Memorandum of Understanding (MoU) to guide the design of NSDS III.
- Procurement of consultants and logistics.
- NBS in-house sensitisation meetings held.
- Inception meetings – NBS directors and consultants – held.
- Inception Report submitted to the NBS and World Bank and approved.
- Further meetings for integrating additional resource persons towards engagement of critical stakeholders at national and sub-national levels.
- Deliberation with the supervising Honourable Minister of Budget and Economic Planning.

Step 2: Planning and engagement with critical stakeholders at workshops organised by NBS at national and sub-national levels (Abuja for national, Kano for Northern States and Uyo for Southern States). At these workshops, the following were engaged: the Honourable Minister, Members of Legislatures, the academia/research and development, leaders in Industries and Businesses, Opinion Leaders, Civil Society Organisations, Media Organisations, etc. The theme of the workshop series was “*To Assess the National Statistical System, Harness Inputs and Proffer Recommendations for the Development of the NSDS in Nigeria*”.

Step 3: Assessment of the current state of the NSS: Two statistical instruments were developed, deployed, retrieved and analysed with interesting results. These instruments were used to assess the existing statistical capacities in various areas (Data Usage, Infrastructure, Human Resources, Data Development and Management, Emerging Issues, among others) as well as data challenges. The true situation of statistical development in various institutions and organisations were captured and the reports produced. It is, however, important to point out that at the time of the design of the NSDSII, work on the second iteration of enablers of the UNECA Roadmap for the Transformation and Modernization of Official Statistics in Africa was ongoing.

The IMF Data Quality Assessment Framework -- Generic Framework [DQAF] and Special Data Dissemination Standard [SDDS] were also used for the assessment. Using the IMF’s DQAF, the assessment of the NSS used the six [6] dimensional elements of the Generic Framework, viz: *Pre-Requisites of Data Quality, Assurance of Data Integrity, Data Methodology, Data Accuracy and Reliability, Data Serviceability and Data Accessibility*. In the analyses, the ratings of the survey responses were as follows: *Excellent - 90-100%, V. Good - 80-89%, Good - 60-79%, Average - 40-59% and Poor- 0-39%*.

Step 4: Use of open-source information about the NSS. In addition to the above, two open sources of information were used to assess the state of the NSS, viz. World Bank Statistical Performance Indicator (SPI) and the Open Data Index.

(a) World Bank Statistical Performance Indicator

The SPI is a new tool to measure the performance of NSSs in 174 countries from 2016 to 2022⁷. It is designed to be used by national governments and statistical offices as well as international agencies and donors. The goals of introducing the SPI were: to offer a forward-looking framework, to measure all statistical systems – from less mature to highly advanced, to cover the entire NSS - not just the NSO, and to provide countries incentives to build modern statistical systems⁸.

The SPI is an open-source framework for assessing the performance of statistical systems and the efforts to improve them. The SPI comprises 5 pillars, namely: data use, data services, data products, data sources and data infrastructure. Each of these pillars is supported by 4 or 5

⁷ Measuring the Statistical Performance of Countries: An Overview of Updates to the World Bank Statistical Capacity Index Technical Note, World Bank SPI Team, March 2021

⁸ *Ibid*

dimensions (see figure below) and uses defined methods and indicators, all available as open data. Scores for each pillar and dimension combine to produce the overall country score on a scale of 0-100. A detailed description of the SPI framework by pillar, dimensions and underlying indicators are displayed for each country on [the World Bank SPI dashboard](#)⁹.

(b) Open Data Index

This initiative brings together government, technology, and policy advocates working together to advance government financial data transparency as open data have the potential to empower citizens, improve how government works and improve service delivery. Some governments have signed up to the open data charter and open data principles. Periodic open data inventory is undertaken to assess the coverage and openness of official statistics to identify gaps, promote open data policies, improve access and encourage dialogue between NSOs and data users.

The Open Knowledge Foundation¹⁰ has compiled an Open Data Index (0-100) for the years 2015, 2016, 2017, 2018 & 2020, 2022. The index is a tool used to assess and track the state of open government data around the world. It typically evaluates various aspects such as the availability, accessibility, and usability of government data across different sectors. The index is often used by researchers, policymakers, and advocates to measure progress in open data initiatives and to identify areas for improvement. Nigeria's scores on this index are presented below.

2.2 Methodology

The methodology used for the above process and steps included review of relevant literature and extensive stakeholder consultations.

2.2.1 Review of Literature

Relevant literature on data demand, data supply and statistical development was reviewed including the following:

- Nigeria National Development Plan (2021-2025)
- The Sustainable Development Goals ([link sdgs.un.org](http://sdgs.un.org))
- MDA development strategies
- The Addis Ababa Action Plan for Statistical Development in Africa in 1990s (by UNECA)
- The African Charter on Statistics
- The Second Strategy for the Harmonisation of Statistics in Africa.
- PARIS21 Guidelines on Designing NSDS, Version 3.0
- IMF Data Quality Assessment Framework

⁹ <https://www.worldbank.org/en/programs/statistical-performance-indicators/explore-data#2>

¹⁰ Open Knowledge Foundation is part of a worldwide movement working together for a fair, free and open future.

2.2.2 Stakeholder-Consultations

The purpose of the consultations was to:

- create general awareness about statistics and the NSDS, secure buy-in and support for statistics, especially by policy and decision-makers at Federal, State and Local Government Area levels.
- assess the level of development of the NSS, risks and challenges.
- get stakeholder input into NSDS III design process.

To facilitate the consultations, a number of tools were designed and workshops held as mentioned above.

2.2.3 Evaluation of NSDSII

It is good practice to evaluate an NSDS that has ended before designing a new one. Accordingly, NSDS II, which was implemented from 2017- 2021 with a spill over into 2023, was evaluated on each of its seven strategic themes that included the following:

- Statistical Advocacy.
- Institutional and Organisational Development.
- Co-ordination, Collaboration, Networking and Information Sharing
- Human Resources Development.
- Data Development, Management, Dissemination and Access.
- Infrastructure and Equipment.

The evaluation which was conducted and presented at the 2nd bi-annual meeting of the NCCS in 2023 aimed at assessing the NSDSII implementation to establish the extent to which the mission and strategic objectives had been achieved. The evaluation results would also inform the design of NSDS III.

2.2.4 Using external source of information

Two readily available external sources of information were used to also shed light on the performance of the NSS, World Bank Statistical Performance Indicator (WBSPI) and the Open Data Index by Open Data Watch.

(a) The World Bank Statistical Performance Indicator (WBSPI)

The World Bank has developed a new Statistical Performance Indicator (WBSPI) as a new tool to measure the performance of NSSs in 174 countries from 2016 to 2022¹¹. The SPI is designed to be used by national governments and statistical offices as well as international agencies and donors. The SPI framework covers several of the same attributes as the World Bank's previous Statistical Capacity Indicator (SCI), such as

¹¹ Measuring the Statistical Performance of Countries: An Overview of Updates to the World Bank Statistical Capacity Index Technical Note, World Bank SPI Team, March 2021

statistical methodology, data, and periodicity, but expands into new areas as well. The goals of introducing the SPI are: [to offer a forward-looking framework, to measure all statistical systems – from less mature to highly advanced, to cover the entire NSS - not just the NSO, and to provide countries incentives to build modern statistical systems](#)¹² .

The SPI is an open-source framework for assessing the performance of statistical systems and the efforts to improve them. The SPI comprises 5 pillars, namely: data use, data services, data products, data sources and data infrastructure. Each of these pillars is supported by 4 or 5 dimensions (see figure below) and uses defined methods and indicators, all available as open data. Scores for each pillar and dimension combine to produce the overall country score on a scale of 0-100. A detailed description of the SPI framework by pillar, dimensions and underlying indicators are displayed for each country on the World Bank SPI dashboard. Nigeria's score on this indicator was tracked.

(b) Open Data Index

Since 2015, Open Data Watch has been promoting government data transparency through Open Data initiative that has the potential to empower citizens, improve how government works and enhance service delivery. [The Open data index \(0-100\) which has been compiled for 2015, 2016, 2017, 2018, 2020 and 2022 assesses the coverage and openness of official statistics to identify gaps, promote open data policies, improve access and encourage dialogue between NSOs and data users](#)¹³ . Nigeria's score on this index was tracked.

2.2.5 Main findings

(a) General findings

The following are some of the main findings

1. There is commitment of government to use of statistics as evidence for policy, planning and decision-making and for making resources available for statistical development in the country. Dedicating a chapter in the National Development Plan 2021-2015 demonstrates government commitment to statistics and statistical development.
2. NBS – as the coordinator of the NSS and the custodian of official statistics - is comparatively better-structured, resourced, equipped and manned as a modern NSO whose operations have been transformed by embracing the digital transformation.
3. The NBS has maintained its high profile, brand and visibility on the national scene. It is highly regarded by stakeholders in official statistics and has achieved a remarkable level of engagements with policy and decision-makers at national and sub-national levels.

¹² Measuring the Statistical Performance of Countries: An Overview of Updates to the World Bank Statistical Capacity Index Technical Note, World Bank SPI Team, March 2021

¹³ Open Data Inventory 2022/23 Report, Open Data Watch, 2023.

4. There are also some agencies that have made some impact in statistical development in the country. They include: The Central Bank of Nigeria, National Population Commission, Ministry of Petroleum Resources, Federal Inland Revenue Service, Debt Management Office, Securities and Exchange Commission, Nigerian Communications Commission, National Identity Management Commission, Nigeria Customs Service, Nigeria Immigration Service and Federal Roads Safety Corps. However, for analytical convenience, they come under the rubric of “Others”.

(b) Achievements of the NSDS II

The following are some of the achievements of the NSDS II:

- Statistical awareness was created among the hierarchy of government at both the Federal and State levels using different fora;
- There was considerable institutional and organisational development including NBS reinforcing MDAs and State capabilities;
- NBS was repositioned and strengthened with its Board approving a new organogram, strengthening of Zonal Offices; and further strengthening of the Federal School of Statistics with the provision of ICT facilities;
- Ten additional SBSs were established; bringing the total number from 19 to 29; of the 31 States that have Statistics Edicts¹⁴ in place, 29 established SBSs and 17 appointed Substantive State Statistician-Generals; twelve (12) States have stand-alone buildings;
- Out of the four evaluation parameters [Edict in place; SBS established; Stand-alone Building for SBS; and substantive SSG appointed], 8 States out of 36 States and FCT scored 4 out of 4 (satisfactory), 12 States recorded 3 out of 4 (satisfactory), 10 states scored 2 out of 4 (average performance) and 6 states scored;
- Mechanisms, frameworks and structures were strengthened to ensure effective co-ordination between the NBS, States and MDAs including holding regular NCCS and SCCS, Sector Statistics Consultative meetings; and the design of State Statistical Yearbook Template.
- A National Data Release Calendar was developed by the NSS as a dissemination, co-ordination and accountability tool;
- NSS conducted a number of surveys [some of them as joint exercises between NBS and SBS] and other statistical activities;
- NBS achieved tremendous development in the areas of ICT including upgrading of Web-enabled data capture system for the production of statistics at the State level; development of Data Processing Centres at the NBS Zonal Offices; full computerisation of NBS operations with over 600 personal computers connected on Local Area Network [LAN] at NBS Headquarters and procurement of GIS, GPS, use of

¹⁴ The Statistics Edicts are statistics laws enacted at the State level.

CAPI; Establishment at NBS of a Call Centre for mobile data collection, a Data Monitoring Centre to enhance quality of data collection at enumeration areas and a state-of-the-art Training Room;

- Refurbishment of NBS Headquarters’ mechanical, electrical, civil, ventilation and power support systems (generator and solar system) and procurement of transportation equipment including Project Vehicles, staff buses.
- Geo-referencing of the Directory of Industries and Businesses, digitalisation of Enumeration Area (EA) frames, and review and updating of the Compendium of Statistical Terms, Concepts, Definitions and Methodologies;
- Over 500 professionals in different fields were recruited to fill skill gaps;
- NBS staff were taken through capacity building engagements in various areas including Total Quality Management, IT (GIS, CAPI, Infographics, SPSS), e-accounting, management of Statistical Year Book, Human Resource Management; compilation of Administrative Statistics, Price Statistics, Environment Statistics, National Accounts Statistics, Trade Statistics, Demography and Social Statistics; Survey Management, Data Analysis and Report Writing; Leadership Skills, Management, Target Setting, Monitoring and Evaluation; and Statistical Method for Quality Control;
- Many capacity building workshops were conducted including on Workshop on Survey Management, User Satisfactory Workshop on Statistics, Workshop for Journalists, MDAs Sector Statistics Workshop;
- Effective partnerships were built and implementation of NSDS II was done with financial and technical support from the following: World Bank, UNDP, UNICEF, UNODC, EU, IMF, ECOWAS, AfDB, UNIDO, UNFPA, FAO, DfID.

(c) Achievements using the DQAF

The following table summarises the score by NBS and other data producers on the IMF’s DQAF dimensions:

Table 3: Scores by NBS and other data producers on the IMF’s DQAF dimensions

Dimension	Score by NBS (%)	Score by Others (%)	Expected boost by NSDS III
1. Pre-requisite of data quality			
1.1 Legal and institutional environment	70	40	7
1.2 Resources	63	45	12
1.3 Relevance	80	39	15
1.4 Other quality management	77	47	10
Average score	72.5	42.75	11
2. Assurance of data integrity			
2.1 Professionalism	90	77	7
2.2 Transparency	70	50	15
2.3 Ethical standards	90	70	10
Average score	83.3	65.7	10.7
3. Data methodological soundness			
3.1 Concepts and definitions	80	65	10

Dimension	Score by NBS (%)	Score by Others (%)	Expected boost by NSDS III
3.2 Scope	85	70	7.5
3.3 Classification	90	75	5
3.4 Basis for recording	80	75	8
Average	83.75	71.25	7.63
4. Data accuracy and reliability			
4.1 Source data	72	50	11
4.2 Assessment of source data	70	45	12
4.3 Statistical Techniques	65	45	15
4.4 Assessment and Validation of Intermediate Data and Statistical Outputs	70	50	11
4.5 Revision studies	85	55	8
Average	72.4	55	12
6. Data serviceability			
6.1 Periodicity and timeliness	85	60	10
6.2 Consistency	80	65	12
6.3 Revision policy and practice	70	50	8
Average	78.3	41.7	12.3
7. Data accessibility			
7.1 Data accessibility	80	40	12
7.2 Metadata accessibility	75	45	10
7.3 Assistance to users	80	40	15
Average	78.3	41.7	12.3

It can be seen from the table that, at 78.3% on average score, NBS has done well on the DQAF dimensions while other data producers at 41.7% have achieved average performance. If the scores of the Central Bank of Nigeria, National Population Commission, Ministry of Petroleum Resources, Federal Inland Revenue Service, Debt Management Office, Securities and Exchange Commission, Nigerian Communications Commission, National Identity Management Commission, Nigeria Customs Service, Nigeria Immigration Service and Federal Roads Safety Corps are taken out of the other category, the average score will slide into the poor performance class of a score less than 39%. It can also be seen from the table that overall; the performance of all data producers will be boosted by as much as 12.3% over the NSDS III period. This boost, however, is not uniform for all data producers as can be seen from Annex II.

(d) Achievement using IMF's Special Data Dissemination Standard (SDDS)

Dissemination of statistics is a major component of the statistical production process. Data development is incomplete if users fail to have access to the statistics produced as a public good. The NSDS III will facilitate the NSS to subscribe to the IMF Special Data Dissemination Standard as a commitment to strengthening and repositioning the NSS. The adoption process will be relevant for the country while adhering to internationally specified standards of key parameters categorised into 4 broad segments that include Data coverage, periodicity, and timeliness; access by the public; integrity; and quality.

On data coverage, periodicity, and timeliness, NBS’s score was about 85% (Excellent) and there is desire to extend this level of performance to several other data production sectors. The level of performance outside NBS and Central Bank of Nigeria [CBN] is poor at about 30. NSDS III will enhance the capacity of statistics offices in MDAs at Federal, State and LGE to perform better. On data access by the public, the NBS which has a data release calendar and releases statistics to all parties simultaneously, scored 90%, while other data producers in the NSS which do not have such a calendar scored 50%. On data integrity, NBS scored 95% (excellent) while the other data producers performed poorly with a score of 25%. Finally, on data quality, NBS scored 78.3% while other data producers on average scored 58.3%

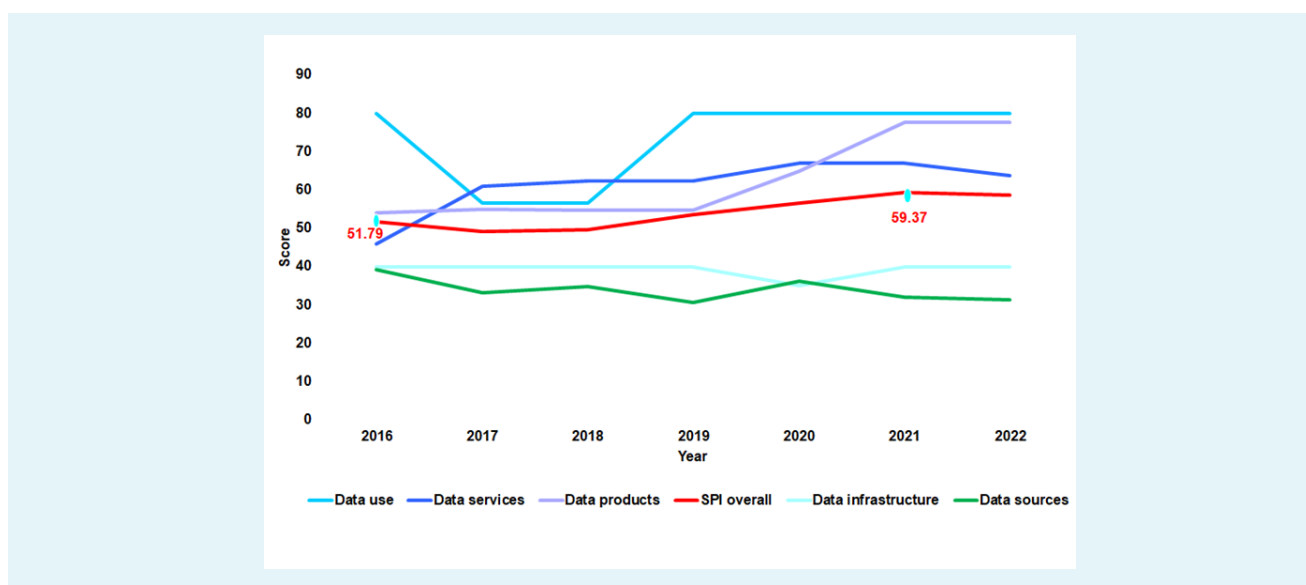
(e) Achievements using the World Bank’s SPI and the Open Data Index

i. World Bank’s SPI scores for Nigeria.

As mentioned earlier, the World Bank has compiled country scores on this indicator for 174 countries from 2016 to 2022 using data from existing sources. The following figure presents Nigeria’s score on SPI over that period. It can be seen from the figure that:

- The country is scoring highest on data use – 80% as from 2019,
- Scores on data products and services have also improved: on data products, the score has risen from 53.87% in 2016 to 77.76% in 2022 and on data services, the score has risen from 45.9% in 2016 to 63.83% in 2022.
- Nigeria’s overall score on this indicator was 51.16 % in 2016 and 59.37 % in 2022. This may be attributed to the effective implementation of NSDSII during the period 2017-2021. In context of the NSDSIII, NBS will interrogate the said scores and trends with a view to making improvements. The country should be able to score higher on this indicator by the end of NSDS III implementation period.

Figure 4: Nigeria’s scores on the SPI



ii. Nigeria's score on Open Data Index

This index was elaborated earlier. In 2022, Nigeria scored 45% on this index and was 115th in ranking of 195 countries covered. Various initiatives have been included in the NSDSIII including on data infrastructure and data sources (the country's scores have been least on these pillars). It is therefore expected that effective implementation of NSDS III will improve Nigeria's SPI scores and its world ranking on the SPI

2.2.6 Lessons Learnt

The following lessons emerge from the evaluation of NSDS II that hold lessons for the future development of the NSS:

1. The government and many institutions in the country (in public, private, civil society and research and academic) appreciate the importance and immense benefits that derive from use of data to support policies, plans, decision-making and reporting on development progress at every level.
2. It is important to mainstream statistics into the national development plan and sector development strategies as doing so underscores the need to appreciate that statistics is a young and weak sector that, like other sectors, needs to be identified and targeted for development. This development includes building and/or strengthening statistical infrastructure, systems and capacity for statistical production, management and use. Fortunately, the NDP 2021-2025 does this well.
3. The demand for data continues to increase in scope, quantity, quality, timeliness and disaggregation including by gender. It is critical to keep track of changes in data demand over time and to put in place strategies for responding appropriately to changes in data demand.
4. Leadership plays a critical role in statistical production and development. While top leadership is very important, it is also critical to develop leadership capacity at different levels within the NBS.
5. There is need to enhance the credibility of our institutions in order to continue getting funding from government as well as development partners.
6. Data producers need to get more interested in the downstream links in the data value chain, namely data uptake, use and use support to make the data value chain complete. Currently, many data producers think that their work is over when they finish dissemination a statistical report.
7. Statistical advocacy is a critical element for the development of the NSS. It facilitates creation of awareness about the importance of statistics and enables securing of buy-in and support to statistics by stakeholders.
8. The traditional NSS is unable to meet all data requirements for national and international development processes. It is, therefore, important to embrace the emerging data

ecosystem. This may require revision of the Statistics Act to accommodate the new players who are coming into the data space.

9. Inter and intra institutional coordination is essential to achieve mutual support, cost effectiveness, reduce duplication of effort, avoid production of conflicting data and improve data quality. Greater attention should be paid by NBS to the statistical coordination function.
10. There is a need to acquire new knowledge, capabilities as well as strategic skills including in such areas as Data Science, Artificial Intelligence (AI), and Machine Learning (ML) which are defining the 4th industrial revolution.
11. It is necessary to undertake data innovation including automation and standardization of processes, exploiting new data sources and innovative technologies; and integrating data from different sources.
12. Sustainability and commitment to fundamental principles of official statistics are essential.
13. Data release calendar is vital to maintain the professional presence and integrity of the institution as well as the data produced.
14. Staff motivation and rewards are important for statistical development.
15. Mentorship and succession planning are imperative to ensure availability of a steady supply of qualified and capable employees for current and future needs.
16. Multi-stakeholder partnerships are important for creating opportunities for knowledge sharing, networks, funding, etc.
17. There is need to build capacity towards integration of both the IMF-SDDS and DQAF in the NSS during the implementation of the NSDS III, 2024-2028. Conscious efforts should also be made to institutionalise and domesticate the fundamentals of the SDDS and DQAF within the national statistics ecosystem as a culture.

2.2.7 Enhancing factors and data challenges

(a) *Enhancing factors*

Statistical production, or the process of generating statistical information, relies on various facilitating factors to ensure accuracy, reliability, and relevance. Here are some key factors that facilitate statistical production:

Strengths:

- High profile and respected NBS [considered first point of call for official statistics in Nigeria].
- Strong statistical leadership at NBS as well as in some MDAs and States.
- Technical competence and skilled professionals with expertise in areas such as statistics, economics, data analysis, and domain-specific knowledge.
- Existence of adequate NSS coordination structures and tools.
- State-of-the-art infrastructure – Physical, Data and ICT – at NBS and some MDAs.

- Improved data development and management processes and systems.
- Training facilities for statistics in tertiary institutions including the Federal School of Statistics.
- Existence of research institutions in the country.

Opportunities

- Enhanced leadership desire and commitment to use of statistics for informed decision-making in the public, organized private sector and civil society sector respectively.
- Established legal and policy frameworks [Statistics Policy, Statistics Act, Chartered Institute of Statisticians of Nigeria (CISON), Statistics Edicts, etc.].
- Access to reliable and relevant data sources including government agencies, research institutions, surveys, administrative records, or other data-generating entities.
- Innovative technologies
- National and International partnerships and networks
- Peer learning e.g. study tours, international exchange programmes, etc.
- International standards and frameworks

The strategy will be to leverage the identified strengths and take advantage of the opportunities.

(b) Data Challenges

These include:

- Weak statistics culture arising from low level of statistical literacy and general inadequate appreciation of statistics by some policy- and decision-makers especially at sub-national level and the public at large.
- Inadequate political will at some levels has hampered the development of some statistical initiatives and activities. In some other instances, political considerations have adversely affected the implementation of value-added statistical programmes and projects. For instance, six (6) States failed to enact a Statistics Edict while 8 States could not establish an SBS; 25 States did not provide stand-alone buildings for their SBS; and 20 States were yet to appoint a substantive State Statistician-General;
- Statistical advocacy has been inadequately done due to lack of appreciation of the potency of statistical advocacy, failure to reach appropriate levels (highest level) and use of right message. This has been made worse by lack of capacity for strategic and effective communication in some MDAs and States.
- Inadequate human resources in terms of number, gender-mix, and strategic skills across board. Invariably, there is gross shortage of relevant statistical professionals in several agencies responsible for statistics. The same goes for managerial capacities. Thus, there are wide competency gaps in data gathering, collation, processing, analysis,

dissemination and use. Many statistical agencies are not empowered to attract and retain desirable staff.

- Co-ordination and feed-back mechanisms are ineffective. This is caused by inadequate commitment to collaboration, networking and information-sharing. This has led to inadequate data protection and privacy; data gaps; poor data quality; and inadequate use of data.
- Financial resources for statistics and related activities are grossly inadequate and not sustainable. It is not just about the volume of funding but also the about the quality of funding in terms of predictability, timeliness and sustainability.
- Internal security challenges have constrained the participation of significant segments of the Nigerian nation in several statistical activities, which have adversely affected the outcomes of such exercises. Particularly in the last one-and-a-half decades, security challenges with internally-displaced persons [IDPs] and communities have compounded adoption of existing statistical Infrastructure for NISH- and NISE- based statistical survey projects. Hence, key surveys are stalled or completely cancelled in areas of high security risk. The case of parts of the North-East is very glaring.
- Inadequate statistical infrastructure for the NISH, NISE and SAS has constrained statistical operations across the NSS. In some cases, statistical directories are not available. Where they are available, they are not up-to-date or accessible, affordable and in many instances, they are devoid of satisfactory usability. Associated with this, the inability to regularly update the relevant directories creates huge statistical challenges in identification, tracking, and adoption for meaningful representative sampling procedures.
- There is insufficiency of ICT applications, tools and equipment that could enhance and facilitate statistical activities. Where the tools are available, there is low maintenance culture due largely to lack of training for after-sales care of equipment. In addition, there is low digitalization of existing statistical directories in various MDAs, establishments and institutions coupled with missing units, displaced parameters of interest and timeliness factors.
- There is a poor culture of record keeping. This can be attributed to deliberate acts of indiscipline, corruption and collusion to undermine orderly development, transparency and accountability. The wanton distortion of vital administrative records is a pivot on which corruption and acts of looting public and private funds revolve.
- There is gross statistical inadequacy at the sub-national levels, particularly the Local Government tier of governance. The limited attention paid to sub-national statistics and administrative statistics also greatly hinders socio-economic management and development efforts in Nigeria.
- The statistics user-community in Nigeria often doubt statistical data and information, especially when the indicators are at variance with their anticipated outcomes in terms of magnitude or direction.
- Despite the need to manage climate risk, significant voids remain with regards to climate data, such as impact on agricultural production and fresh-water resource management.

Some other critical areas where more and improved data are needed to deliver meaningful development and progress include: Education, Health, Food Security and Infrastructure. There is also the issue of frontier areas of social media data that are lacking.

- At the sub-national level (State and LGAs) there is a **“Vicious Cycle”** of statistics under-development characterized by **Low data demand >>> Inadequate resources >>> Poor data outputs >>> Low data demand.**
- There is a multiplicity of data portals and platforms which creates problems of updating, conflicting data between portals, data ownership, providing technical maintenance and confusing users searching for official statistics.

2.2.8 Emerging issues and strategic priorities

(a) Emerging issues

The statistical landscape has changed dramatically in recent years and the NSDS III needs to respond by addressing some emerging issues including the following:

- the demand for data has grown exponentially in terms of quantity, quality, disaggregation and timeliness, and data supply can hardly cope with the demand – this includes data demand for the NDP; Africa Agenda 2063 and SDGs
- there are new data entrants into the data space among which are data suppliers, data producers, data users. This is leading to the extension of the traditional NSS to the emerging data ecosystem of which the NSS is part – this requires review of the Statistics Act of 2007;
- opportunities that are emerging for exploitation of new data sources e.g. Big Data, Citizen Generated Data, etc.;
- opportunities presented by the enactment of a law establishing the Chartered Institute of Statisticians of Nigeria to regulate and enhance the development and practice of the statistics profession in the country;
- new opportunities presented by emerging technologies and expanding use of digital and mobile communications – emergence of Data Science, Artificial Intelligence (AI) and Machine Learning (ML) which are defining the 4th industrial revolution;
- increasing partnerships for development data that is creating opportunities for funding, knowledge sharing, networks, etc.;
- the need to improve administrative data in MDAs at National, State and Local Government Area levels; and
- the urge to transform and modernize NSSs to make them more agile, resilient, efficient, and responsive to unprecedented widening, increasing and evolving and diverse data user needs to meet the requirements of disparate development results agendas.

(b) Strategic priorities

The above emerging issues have informed the strategic priorities for and interventions of NSDS III over the five-year period in order to realize the vision and mission of this Strategy. The priorities aim to support innovation, modernization and transformation of the NSS in line with the Cape Town Global Action for Sustainable Development Data (CTGAP) and the UN Economic Commission for Africa Roadmap for Transformation and Modernization of Official Statistics in Africa (UNECA roadmap). This should make the NSS agile, resilient to shocks and responsive to evolving data user needs.

The priorities include the following:

1. Review and updating of the Statistics Act of 2007;
2. Broaden and strengthen stakeholder engagements and especially with policy and decision-makers;
3. Seek to close data gaps that have been identified in reviews of development agendas including SDGs;
4. Build statistical capacity:
 - among data users to enhance data uptake and use especially for policy and decision-making
 - among data producers in the NSS across the data value chain
 - among new data producers especially in civil society and private sector on data production/compilation and management;
5. Support statisticians to acquire new knowledge, capabilities as well as strategic skills including in such areas as Data Science, Artificial Intelligence (AI), and Machine Learning (ML)
6. Support design of statistical plans in MDAs and States
7. Enhance the compilation, management and use of administrative data;
8. Harness new data sources including big data and geo-spatial technologies in statistical production;
9. Enhance data governance;
10. Undertake research to improve methodologies for key statistics and indicators;
11. Support statistical professional development and application through collaboration with the academia and relevant international organizations;
12. Strengthen compilation of statistics for cross-cutting issues (e.g. migration, gender, governance, refugees and others).

CHAPTER 3: THE STRATEGIC FRAMEWORK



The strategic framework presents what it will take to transform and modernize official statistics with the aim of achieving data maturity in the country and maximizing the data impact on national development. It presents an agenda for turning around the NSS, consistent with international statistical frameworks and guidelines. This strategic framework comprises strategic foundations (vision, mission and core values) and strategic direction (strategic objectives and initiatives/actions). The chapter is about how the theory of change is used to create data impact in a data-driven world.

3.1 Strategic foundations



Vision

To be a resilient, responsive and globally-competitive National Statistical System



Mission

To provide the right data to the data users in the right format and at the right time and cost intermediated by innovative technologies



Core Values

User-Orientation; Quality; Efficiency; Professionalism; Relevance and Specificity; Team Work, Collaboration and Co-operation; and Sustainability.

3.1.1 Vision

To be a resilient, responsive and globally-competitive National Statistical System

3.1.2 Mission

To provide the right data to the data users in the right format and at the right time and cost intermediated by innovative technologies

3.1.3 Core values

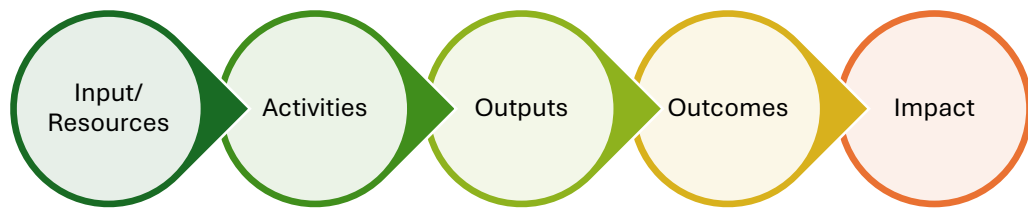
The core values of the NSS, which are based on UN Fundamental Principles of Official Statistics and African Charter on Statistics, are: User-Orientation, Quality, Efficiency, Sustainability, Professionalism, Relevance and Specificity, Teamwork, Collaboration and Co-operation.

3.2 Strategic direction



3.2.1 Theory of change

The strategic direction is informed by the theory of change for statistics, which outlines the expected outcomes and impacts of using statistical methods and analysis in various contexts. It emphasizes the role of data-driven decision-making in driving positive outcomes and impacts across various development areas and involves specification of inputs/resources, activities, outputs, outcomes and impact.



Inputs/Resources: These include funding, infrastructure, statistical expertise (data collection and management, data analysis, etc.), data collection tools, statistical software, skilled analysts, and relevant datasets

Activities: These are the specific statistical methods and techniques applied to the data to derive insights. Activities may include data collection, cleaning, analysis, and interpretation.

Outputs: These include data sets, indicators, statistical reports, technical papers, statistical data visualizations, and indicators and presentations that communicate the findings of the data analysis.

Outcomes:

- **Increased understanding:** Through statistical analysis, stakeholders gain a deeper understanding of the patterns and relationships within the data.
- **Informed decision-making:** Decision-makers use statistical insights to make informed choices, leading to more effective policies, interventions, or strategies.
- **Improved performance:** Organizations or systems may improve their performance based on statistical findings, optimizing processes or allocating resources more efficiently.
- **Behaviour change:** Statistical evidence can influence behaviors, such as adopting healthier habits or implementing sustainable practices.
- **Empowerment:** Stakeholders become empowered to advocate for change or make informed choices based on statistical evidence.

Impact:

The ultimate impact is positive change including:

- **Social impact:** Statistical insights contribute to positive social change, such as reducing inequality, improving public health, or addressing environmental issues.
- **Economic impact:** Data-driven decision-making can lead to economic benefits, such as increased productivity, cost savings, or better allocation of resources
- **Policy impact:** Statistical evidence informs policy formulation and implementation, leading to more effective governance and public services.

- **Knowledge generation:** Statistical analysis generates new knowledge and insights that contribute to scientific advancements and innovation.

3.2.2 Strategic objectives of the NSDS III

The following were identified as mutually reinforcing strategic objectives (SOs) for transforming and modernizing the NSS. The strategic objectives are SMART, viz. Specific, Measurable, Achievable, Relevant and Time-bound. They include the following:

1. Statistical Advocacy
2. Legal and Policy Framework
3. Institutional arrangements and organisational development
4. Human Resources Development
5. Statistical Infrastructure Development
6. Data Development and Management
7. Statistical Research and Data Usage
8. Funding and Financing Arrangements

The above strategic objectives are aligned with the international statistical frameworks at regional, continental and global levels. These objectives, together with their expected outcomes, are presented in the following table.

Table 4: NSDS III strategic objectives and expected outcomes

Strategic objective	Expected outcomes
Statistical advocacy	<ul style="list-style-type: none"> • More empowered data users • Greater data access, uptake and use • Better policies and decisions
Legal and policy framework	<ul style="list-style-type: none"> • Enabling environment for statistical production and management • Expanded NSS into a national data ecosystem
Institutional arrangements and organisational development	<ul style="list-style-type: none"> • Better data governance • Better coordinated NSS • Improved administrative data
Human resources development	<ul style="list-style-type: none"> • Increased competences in production and management of official statistics • Better insights from data for decision-making
Data infrastructure development	<ul style="list-style-type: none"> • Enabling data infrastructure
Data development and management	<ul style="list-style-type: none"> • Modernized, better resourced, agile and resilient statistical systems • Higher data maturity level of the country • Better and accessible statistical products
Statistical research and data usage	<ul style="list-style-type: none"> • Operational Data Innovation Laboratory • Better insights from data for decision-making • Greater data uptake and use
Funding and Financing Arrangement	<ul style="list-style-type: none"> • Better organizational development for statistics • Informed policies that benefit society as a whole

The following table shows how the NSDS III strategic objectives are aligned to SHaSA2 strategic themes, the enablers of the UNECA's Roadmap for the Transformation and Modernization of Official Statistics in Africa, and the CTGAP strategic areas, the overarching continental and international statistical development frameworks respectively.

Table 5: NSDS III Strategic objectives against SHaSA strategic themes, roadmap for transformation and modernization and CTGAP strategic areas

SHaSA2 strategic themes	NSDS III strategic objectives
Produce quality statistics for Africa	<ul style="list-style-type: none"> • Institutional arrangements and organisational development • Human resources development • Statistical infrastructure development • Data development and management
Coordinate the production of quality statistics for Africa	<ul style="list-style-type: none"> • Legal and policy framework • Institutional arrangements and organisational development
Develop sustainable institutional capacities of the African statistical system	<ul style="list-style-type: none"> • Legal and policy framework • Institutional arrangements and organisational development • Funding and financing arrangements
Promote a culture of quality policy and decision-making	<ul style="list-style-type: none"> • Statistical advocacy • Statistical research and data usage
Coordination and strategic leadership on data for sustainable development	<ul style="list-style-type: none"> • Legal and policy framework • Institutional arrangements and organisational development
Innovation and modernization of the NSSs	<ul style="list-style-type: none"> • Legal and policy framework • Data Development and Management • Statistical research and data usage
<i>NSDS III strategic objectives against Enablers of UNECA's roadmap</i>	
Enablers of UNECA's roadmap	NSDS III strategic objectives
Institutional development	<ul style="list-style-type: none"> • Institutional arrangements and organisational development • Legal and policy framework • Statistical advocacy
Organizational development	<ul style="list-style-type: none"> • Institutional arrangements and organisational development • Legal and policy framework • Statistical advocacy • Funding and financing arrangements
Advancing statistical processes	<ul style="list-style-type: none"> • Data development and management • Statistical research and data usage • Statistical infrastructure development • Funding and financing arrangements
Harnessing technology	<ul style="list-style-type: none"> • Institutional arrangements and organisational development

	<ul style="list-style-type: none"> • Statistical infrastructure development • Human resources development • Funding and financing arrangements
Human capital development	<ul style="list-style-type: none"> • Human resources development • Funding and financing arrangements
Organizational development	<ul style="list-style-type: none"> • Institutional arrangements and organisational development • Funding and financing arrangements
<i>NSDS III strategic objectives against CTGP strategic areas</i>	
CTGAP strategic areas	NSDS III strategic objectives
Coordination and strategic leadership on data for sustainable development	<ul style="list-style-type: none"> • Legal and policy framework • Institutional arrangements and organisational development
Innovation and modernization of the NSSs	<ul style="list-style-type: none"> • Data development and management • Statistical research and data usage • Funding and financing arrangements
Strengthening of basic statistical activities and programmes with particular focus on addressing the monitoring of the 2030 Agenda	<ul style="list-style-type: none"> • Human resources development • Statistical infrastructure development • Data development and management • Statistical research and data usage • Funding and financing arrangements
Dissemination and use of sustainable development data	<ul style="list-style-type: none"> • Data development and management • Statistical research and data usage
Multi-stakeholder partnerships for sustainable data	<ul style="list-style-type: none"> • Institutional arrangements and organisational development
Mobilize resources and coordinate efforts for statistical capacity building	<ul style="list-style-type: none"> • Institutional arrangements and organisational development • Funding and financing arrangements

It can be seen from the table that the four SHaSA2 themes, the six strategic areas of the CTGAP and the six enablers of UNECA's roadmap are covered by various NSDS III strategic objectives. To that extent, therefore, implementation of the NSDS III strategic objectives will contribute toward attainment of objectives of SHaSA2, the CTGAP and the UNECA roadmap.

3.2.1 Statistical advocacy

One of the bottlenecks to the development of statistics in some African countries is the failure to appreciate the role and importance of statistics. This has engendered a "vicious cycle" of statistical under-development (characterized by limited funding, leading to inadequate statistical products and inadequate data use) with the adverse implications of poor policy design, uninformed decisions, inability to monitor or evaluate implementation of policies, projects and programmes.

Therefore, the NSDS III has provided for the engagement and involvement of major stakeholders in the NSS, which involves proper identification of advocacy targets, mechanisms and messages. In this regard, special attention will be paid to advocating for statistics among policy- and

decision-makers. In addition, the strategy will advocate for incorporation of teaching of statistics at every level. Statistical advocacy will be a continuing activity throughout the life of NSDS III.

Target Audiences: The following target audiences were identified for statistical advocacy:

- Governments [Executive, Legislature, Judiciary] at the Federal, State and Local Levels.
- Organised private sector [NECA, MAN, NACCIMA, NASSI, etc.].
- Academia and research and development institutions.
- Development agencies.
- Civil society organisations.
- The media -- print and electronic [including social media].

Inputs/Activities

- Publicity and media education [e.g. Statistical Road Shows, Landmark Achievements, Exhibitions and Expos, etc.].
- Stakeholder engagements including stakeholder mapping, establishing/strengthening strategies for engagements, building platforms for engagements, building statistical literacy, establishing clear communication channels and feedback mechanisms, undertaking regular assessment of needs, etc.
- For engaging high-level policy and decision-makers, the Power of Data High Impact Initiative will be implemented in context of SDGs. This is about creating national data partnerships that will revolutionize decision making, accelerate countries' digital transformation agenda, and open up economic opportunities, for a more equal and sustainable world.
- Tracking newspapers, magazines and social media reports with numerical content.

Associated Outputs

- Over 60 events-related jingles; electronic and print media promotions [120 copies of press releases, 2,000 copies of publicity materials, etc.] annually.
- Annual subscription renewals [Web-portal, Data bundles and social media placements, streaming].
- Six zonal statistical workshops for 720 media practitioners annually.
- Annual Statistics Quiz competitions for Secondary School Students organised.
- Media reports from over 60 outlets using statistics [tables, figures, and data], are compiled and published annually.
- Data collection and dissemination instruments and schedules for over 5 surveys are expressed in major Nigeria languages and Pidgin English.
- Published reports of stakeholders' town-hall meetings on statistics, workshops and conferences before and after major national statistical production exercises, surveys and censuses.
- Published reports of Nigerians in Diaspora zoom meetings on issues of statistical development.

- Reports of spatial analysis maps and charts of about 12,000 units per annum for the NSS.
- Bill-boards, banners, calendars, folders, etc. at over 12,000 units per annum for the entire NSS
- Customised, branded gift items of about 480,000 pieces for the entire NSS per annum.
- A number of reports on statistical events at Federal (12), State (4) and LGA (2) levels per annum.
- Consultants/experts/facilitators are engaged per annum
- Audio-visual equipment and materials purchased.
- NBS relevant subject-matter personnel/NSDS Implementation Task Officer engaged.
- More and better data in terms of scope, quantity, quality (accuracy, consistency, frequency, timeliness, disaggregation including by gender) and access – this is essential to fill data gaps.

Expected Outcomes

- More awareness about the role and importance of statistics.
- Better policies, plans and decisions arising from improved data availability and accessibility.
- Higher levels of statistical literacy in the country.
- Better appreciation and use of data by the media fraternity.
- Enhanced reporting by the media using available statistics
- The general public are able to make informed decisions
- A culture of good record-keeping is developed.

Impacts/Expected Changes:

- Better policies, plans, decisions and service delivery
- Improved accountability by government and support for worthy causes.
- Better lives

3.2.2 Legal and policy framework

A well-established legal framework is the foundation of an effective and smooth-functioning NSS, especially in view of the multiplicity of data producers and sources for the compilation of statistics in Nigeria. This legal framework gives the designated data producers a clear mandate to collect data, compile and disseminate statistics and make relevant information available to users.

Inputs/Activities:

- Engagement of stakeholders in reviewing the Statistics Act, 2007 with the intention to enact a new Statistics Act
- Enactment of State Statistics Edicts for the outstanding 7 States; and Statistics By-laws for the 774 LGAs in Nigeria.

- Establish a National Statistics Policy that involves: developing all necessary policies, rules and regulations; ensuring the availability of organizational arrangements and legislative support (e.g. the Statistics Act) to production of official statistics; and committing to funding production of official statistics in the country as a “public good”.
- Conduct periodic situation assessments to establish the data maturity level for the country; operationalise the Pooling System for Statisticians; and provide minimum logistical requirements for data development and management especially for the Systems of Administrative Statistics [SAS].
- Establish data transmission mechanisms from MDA data bases to National Data Centre at NBS.

Associated Outputs:

- A draft Statistics Bill; Statistics Edicts for the remaining 7 States, and Statistics By-Laws for 774 and LG Statistical Offices established.
- Reports of stakeholders’ engagements on statistical matters.
- Reports of assessment and associated policy guidelines for NSS.
- A well-resourced NSS [policies, funds, infrastructure, human capital, etc.].
- Mechanisms for data transmission and sharing in NSS in place.
- Reports of study tours and peer learning travels.

Expected Outcomes:

- An enabling legal regime for statistical operations and activities at every level (Federal, State and LG) in Nigeria is realised.
- The emerging data ecosystem with the new entrants into the data space is in place.
- Better coordinated National Statistical; System
- The political will to respect professional independence in statistical activities is assured.

Impacts/Expected Changes:

- Enabling legal environment for statistical services delivery in Nigeria at all levels and among key stakeholders within the newly expanded NSS is realised.

3.2.3 Institutional arrangements and organisational development

(a) Institutional arrangements

Institutional arrangements should complement the legal framework, especially if the latter is weak. Such arrangements could play an important role in addressing current realities.

Inputs/Activities:

- (i) Strengthening and re-positioning the NSS [Establishment of the National Council on Statistics; Development of State Consultative Committees on Statistics;

Promoting Statistics in Support of Nigeria Knowledge Economy; Development of Modern State Bureau of Statistics and LGA Statistical Units].

- (ii) Domesticate Fundamental Principles of Results-based Management Logical Frameworks [RMLF] in all Statistical Agencies within the emerging data ecosystem
- (iii) Strengthen statistical coordination and collaboration
- (iv) Registration of practicing statisticians in the country.

Associated Outputs:

- (i) National Council on Statistics [NCS] established and Proceedings of NCS as well as NCCS and SCCS meetings available.
- (ii) A number of mechanisms and platforms for co-ordination, co-operation and collaboration as well as collaboratives¹⁵ in place.
- (iii) Modern State Bureaus of Statistics and LG Statistical Units as well as Non-Governmental Statistical Agencies in place.
- (iv) Fundamental Principles of Results-based Management Logical Frameworks (RMLF) in all statistical agencies within the emerging data eco-system domesticated.
- (v) Pooling system for professional statisticians activated.
- (vi) Chartered Institute of Statisticians of Nigeria [CISON] is operational

Expected Outcomes:

- Operational NCS and SCCS in place.
- An effective NSS in place [in terms of systems, infrastructure, capacities and coordination].
- There is enhanced confidence for the NSDS Vision and Mission to be accomplished.
- Better organized and regulated statistical profession

Impacts/Expected Changes:

- (i) Evidence-based development policies and decisions positively impacting the citizens.
- (ii) A more statistically-literate society is realised.

(b) Organizational development

This part of the goal aims to promote development and implementation of statistical plans as a means of improving statistics across MDAs and States.

¹⁵ A new form of collaborations in which participants from different sectors including private companies, research institutions and government agencies can exchange data to help solve public problems.

Inputs/activities

The following activities will be undertaken to promote design and implementation of statistical plans in MDAs and States:

- i. NBS will expand its Statistical Coordination team to be able to more effectively support MDAs and States in developing their statistics
- ii. Intensive advocacy will be done in MDAs and States at the highest political and policy level to secure buy-in and support to statistics
- iii. NBS will support assessment of the state of statistics in selected MDAs and States
- iv. On the basis of the said assessment, the concerned MDAs and States will be assisted to design Statistical Plans specifically aimed at improving their statistics.

Expected outputs

- i. Higher profile Statistics Coordination Unit
- ii. Statistical advocacy messages
- iii. Training workshops on statistics for MDAs and States
- iv. Reports of assessments of statistical capacity in MDAs and States
- v. Statistical Plans for MDAs and States

Expected outcomes

- i. Better appreciation and support for statistics in MDAs and States
- ii. Statistical capacity built in MDAs and States
- iii. Improved statistics in MDAs and States
- iv. Greater statistical uptake and use

Impacts/Expected Changes:

- i. Better policies, plans and service delivery
- ii. Better lives for the population

3.2.4 Human Resource development

The human resource is the most important asset of any NSS. This resource includes trained statisticians, data scientists, and analysts who are essential for statistical production and development. The importance of the human resource is underscored by the United Nations as follows, *“Nothing is as important to a statistical agency as its staff. For the difference between a well-organized, strongly motivated and technically competent staff, and one that only displays these attributes to a very modest extent is the difference between a good and credible office and one which is second rate. A decisive factor in the internal capability of a statistical agency is the calibre of its staff. An agency can only function well if good people are available to make it work. Organizational arrangements may contribute to enabling good people to do their work, but is essential to give utmost attention to building up the right kind of staff in organizing and managing a statistical agency” (UN, 2003).*

It is important to emphasize that human resources are required, not just in terms of numbers, but also skills and diversity for ensuring sustainability of a modern and globally-competitive statistical system.

Inputs/Activities:

- Upgrade the Federal School of Statistics to a bilingual National Institute of Statistics (NIS) awarding certificates in Statistics, ICT, Management and other related disciplines.
- Secure land in Abuja and commence development of the NIS Campuses.
- Conduct a training needs assessment for the new Nigeria data-ecosystem.
- Provide trainings in strategic areas such as Data Science, Artificial Intelligence (AI), Machine Learning (ML), etc. with emphasis on content management matters ¹⁶.
- Promote, and encourage statisticians to belong to, the Chartered Institute of Statisticians of Nigeria [CISON] and other related professional bodies e.g. International Statistical Institute [ISI], Royal Statistical Society [RSS], etc.
- Provide funding support to the CISON and its programmes.
- Provision of modern ICT-driven teaching and learning aids and tools; e-library facilities; mobility and communication logistics, etc.
- Further professionalisation of the NSS through Continuing Professional Development (CPD), conducting periodic seminars, specialised trainings of staffs and higher education.

Associated Outputs:

- The National Institute of Statistics (NIS) with 4 Campuses (Abuja-main, Enugu, Ibadan and Kaduna) in place.
- Logistics for modern ICT-driven teaching and learning in place.
- Annual report of the number of statisticians registered with CISON and other professional bodies available.
- Annual report of the number of staff trained in specialised areas of statistics available.

Expected Outcomes:

- Improved national capacity for training statistical personnel at appropriate levels.
- Further professionalisation of the NSS.
- National self-sufficiency in technical skills for statistical development.

Impacts/Expected Changes:

- Evidence-based development policies and decisions positively impacting the citizens.
- A more statistically-literate society is realised.
-

¹⁶ Content management involves the processes and technologies used for creating, managing, storing, and delivering content and documents related to organizational processes

3.2.5 Data infrastructure development

Data infrastructure refers to the underlying framework and systems that support the collection, storage, management, and dissemination of data. Effective data infrastructure is crucial for enabling data-driven decision-making and ensuring data availability, quality, and security.

To meet this strategic objective, there is need for organisations to have a solid “Data Infrastructure Strategy” that aims to support the building, managing and maintaining of systems, processes and tools that enable data production, management, sharing and use. In particular, the strategy should aim at strengthening the following systems that characterise data production and management in the country:

- National Integrated Survey of Households [NISH].
- National Integrated Survey of Establishments [NISE].
- System of Administrative Statistics [SAS].

Under NSDS III, improvements in NISH will be in form of regular updating of the Enumeration Areas [EAs] which are used as the basis for drawing the master sample for household surveys and selecting random samples. It will be important that NBS collaborates with NPC on updating the EAs which are created by the latter for purposes of conducting a Population and Housing Census. For NISE, this involves updating the register of establishment and geo-referencing them. In the case of SAS, this involves the building of a culture of as well as capacity for record-keeping in MDAs at National, State and LGA levels.

Inputs/Activities:

- Refurbish and upgrade office infrastructure for e-compliant statistical work-space with uninterrupted power supply that enables data exchange and sharing at all levels of the NSS.
- Procurement of logistics for field operations, office equipment and fittings; installation of upgraded ICT equipment for the National Data Centre to host the National Data Bank at the NBS and the Disaster Recovery Site (DRS)/Fell-Over Site.
- Development and upgrade of Mini-Data Centres at NBS Zonal Offices, State Bureaus of Statistics and major MDAs.
- Networking and broadband access facilities to enable efficient portal services at the NBS and other key establishments within the NSS.
- Procurement and installation of ICT hardware (GIS/GPS, CAPI, etc.) and relevant software applications, including operating systems and storage facilities in appropriate establishments (NSS).
- Development or updating national statistical directories to facilitate selection of random samples or relevant studies.
- Review and widen the scope and coverage of the “Compendia of Statistical Terms, Concepts, Definitions and Methodologies” to accommodate emerging issues in data ecosystem.

- Promoting the application of national and international statistical principles, standards and frameworks.
- Ensuring commitment to data governance; data access and security; data analytics and visualization; and data storage and management.

Associated Outputs:

- Refurbished e-compliant statistical work-space with support power system in place and operational.
- Logistics for field operations and ICT equipment procured and installed at all levels.
- Operational Mini-Data Centres in place at NBS Zonal Offices, State Bureaus of Statistics and major MDAs.
- Updated and publicly-accessible national statistical directories including EA lists in place.
- Updated “Compendia of Statistical Terms, Concepts, Definitions and Methodologies” in place and accessible.
- Guidelines for use of national and international statistical principles, standards and frameworks are in place and accessible.

Expected Outcomes:

- A conducive environment for statistical work.
- NSS compliant with International standards
- IT- driven statistical development

Impacts/Expected Changes:

- Better policies and decision-making

3.2.6 Data development and management

Data development and management involve the processes and practices for designing, building, maintaining, and optimizing data systems to ensure data quality, integrity, accessibility, and security. This will involve improving existing data systems and sources, and exploiting new data sources using innovative technologies. NSDS III provides for both as can be seen below. NSDS III will also provide for assessing the data maturity level of the country.

(a) Improving existing data systems

These systems are censuses, surveys and administrative records which have been elaborated in chapter 1. In particular, the main censuses and surveys undertaken in the country and their periodicity were given. The expected improvements include the following:

Censuses and surveys

Integrated census programme

For a long time, the Population and Housing Census (PHC) and the Agricultural Census were held separately. However, the UN System that supports censuses in developing countries recommended that, as from the 2010 census rounds (population and agriculture), countries should design and implement an **integrated census programme** that covers and links the PHC and Agricultural census. The advantages of the linkage include, among others, Reducing the total cost of the two censuses by using the same infrastructure, logistics, personnel and equipment for both censuses; Reducing the scope of the agricultural census as the list of 16 data items required for complete enumeration in the agricultural census core module can be collected during the PHC; collecting both sets of data at the same time, or consecutively, enables direct linkages to be made through the unique household identification number. The result is a much richer data set and analysis than is possible through two separate statistical exercises.

Countries have been urged to undertake this programme every ten years, ensuring that the PHC precedes the Agriculture census. The two censuses are linked by asking questions in the PHC to enable identification of agricultural households for purposes of creating a sampling frame for subsequent Agricultural census and/or surveys or including an agricultural module in the PHC.

This census programme will be planned and implemented jointly by relevant institutions, the leading ones being the NBS, NPC and the Federal Ministry of Agriculture.

Population and housing census

Improving a population and housing census involves refining methodologies, leveraging technology, ensuring inclusivity, and optimizing resources. To enhance its accuracy, efficiency, and relevance, yielding data that better supports policy, planning, and social services, the following will be done:

1. Modernize data collection

- **Adopt digital data collection tools:** Use mobile devices, tablets, and online platforms for data collection, which reduce errors and enhance efficiency. These tools can also include real-time validation checks to identify inconsistencies on the spot.
- **Administrative data integration:** Integrate existing administrative records (e.g., social security, health, education) to enhance coverage and reduce respondent burden, especially in capturing hard-to-reach populations.
- **Geospatial mapping:** Employ GIS technology to create accurate maps, ensuring that all geographic areas, especially remote and rural regions, are covered effectively.

2. Enhance questionnaire design and testing

- **Simplify and test questions:** Develop easy-to-understand, culturally sensitive questions. Pre-test and pilot questionnaires extensively across diverse populations to ensure clarity and accuracy.

- **Focus on emerging topics:** Include questions that capture contemporary social, economic, and housing trends (e.g., migration patterns, internet access, energy sources) to make the census data more relevant for current policy needs.

3. Improve coverage and accessibility

- **Use multilingual and culturally appropriate materials:** Provide census materials in multiple languages and adapt them to meet the cultural norms of different communities.
- **Inclusive outreach strategies:** Engage community leaders and trusted local organizations to encourage census participation, especially among marginalized and underrepresented groups.
- **Target hard-to-reach populations:** Implement special initiatives for reaching homeless populations, nomadic groups, and those living in informal settlements.

4. Leverage technology and data analytics

- **Real-time data monitoring:** Utilize technology to monitor data collection in real-time, allowing quick response to areas with low response rates or quality issues.
- **Big data and machine learning:** Integrate big data sources (e.g., satellite imagery for housing estimation) and use machine learning for data imputation and validation where responses are incomplete.
- **Automated data processing:** Use automated data processing techniques to reduce the time required to clean, validate, and analyze data, speeding up report production.

5. Ensure data security and privacy

- **Establish strong privacy protections:** Implement robust security measures for data storage and access to protect respondents' privacy and build public trust.
- **Transparent communication on data use:** Clearly communicate the purpose of data collection, how it will be used, and how privacy will be protected to encourage participation.

6. Optimize resource allocation and efficiency

- **Use sample surveys for non-essential questions:** Limit the census questionnaire to essential questions and use separate sample surveys for more detailed data collection. This reduces costs and response burden.
- **Remote data collection options:** Offer online or phone response options as an alternative to face-to-face interviews, reducing operational costs and making it easier for people to participate.

7. Engage the community for better response rates

- **Public awareness campaigns:** Run educational campaigns on the importance of census participation, using social media, traditional media, and community-based channels.
- **Local partnerships and training:** Collaborate with local organizations to provide training and involve community members in data collection efforts, which can improve response rates and accuracy.

8. Improve data dissemination and accessibility

- **Interactive data dashboards:** Publish results through interactive dashboards that allow users to explore data by various categories (e.g., demographics, housing characteristics, region).
- **Timely release and regular updates:** Expedite data processing to release results as soon as possible and consider conducting regular mini-censuses or surveys between full censuses to keep data current.
- **Open data access:** Provide accessible, anonymized data for researchers, policymakers, and the public, encouraging wider use and analysis.

9. Establish feedback mechanisms for continuous improvement

- **Collect feedback post-census:** Gather feedback from respondents, field staff, and stakeholders to identify challenges and opportunities for future censuses.
- **Pilot new approaches regularly:** Conduct small-scale pilots of new techniques, technologies, or questions to continuously refine the census process based on real-world results.

Economic census

Currently, there is no fixed periodicity for this census but the on-going discussion in the African region is to undertake the census of industries and businesses every five years. This census will continue to be undertaken by NBS in close collaboration with the CBN and the organized private sector.

Improving an economic census can be a complex task, but several strategies can make the process more accurate, efficient, and insightful. Here are some key areas that will be considered:

1. Enhance data collection methods

- **Digital data collection:** Shift from traditional paper-based methods to online surveys to speed up data collection, reduce errors, and save costs.
- **Use of administrative data:** Integrate administrative data from government agencies, businesses, and other sources to enhance coverage and reduce respondent burden.
- **Automated data validation:** Use AI to validate entries in real-time, catching and correcting errors as data is entered.

2. Improve sampling and coverage

- **Update sampling frames:** Ensure that the sampling frames (list of businesses) are up-to-date by continuously updating them through partnerships with tax authorities, licensing agencies, and other databases.
- **Address under-coverage:** Implement strategies to capture small businesses, informal sectors, and remote businesses often undercounted in economic censuses.

3. Increase respondent engagement

- **Simplified questionnaires:** Simplify questions, especially for small businesses, to improve response rates and accuracy.

- **Educational outreach:** Educate respondents on the importance of the census, offering guides or workshops to help them complete it accurately.
- **Incentivize participation:** Explore ways to incentivize participation, like offering statistical insights or benchmarking data to participating businesses.

4. Leverage technology and data analytics

- **Big data integration:** Supplement survey data with big data sources like e-commerce transactions, social media data, and satellite imagery to gain more comprehensive insights.
- **Data fusion techniques:** Combine census data with alternative data sources to validate and enrich the information collected.
- **Advanced analytics for trend analysis:** Use machine learning and advanced analytics to analyze historical trends and make projections.

5. Ensure data security and privacy

- **Adopt Strong data privacy standards:** Implement robust privacy and security protocols to protect respondent information, which can also improve participation.
- **Transparency in data use:** Clearly communicate how the data will be used and shared] to build trust with businesses.

6. Enhance data dissemination and accessibility

- **User-Friendly reports:** Publish data in easy-to-understand formats, making it accessible to a broader audience.
- **Interactive dashboards:** Offer interactive data visualization tools for stakeholders to explore census findings.
- **Timely release:** Streamline processes to ensure the data is processed and released quickly, making it more relevant for policymakers and businesses.

7. Continuous improvement through feedback loops

- **Establish feedback mechanisms:** Solicit feedback from respondents, data users, and stakeholders to identify areas for improvement.
- **Regular updates and pilot studies:** Run pilot studies to test new questions, technology, or methodologies between major census efforts.

Implementing these strategies can make the economic census more accurate, relevant, and valuable for economic planning and decision-making.

Surveys

Improving statistical surveys in Africa requires a multi-faceted approach to address challenges such as limited resources, lack of technological infrastructure, and issues with data quality. Here are some key initiatives to enhance the quality, relevance, and accessibility of statistical surveys that will be applied:

1. Invest in digital data collection tools

- **Mobile and web-based surveys:** Leverage mobile technology and online platforms to collect data, reducing reliance on paper forms and minimizing data entry errors.

- **Use of GIS and Remote Sensing:** Implement geographic information systems (GIS) and remote sensing to improve data accuracy, especially in agriculture, urban planning, and natural resource management.
- **Real-time monitoring:** Adopt tools that allow real-time monitoring of data collection, enabling early detection of errors and data gaps.

2. Enhance data collection infrastructure

- **Stable power and internet solutions:** Provide alternative power solutions like solar chargers and offline data collection apps for field teams in areas with unreliable power or internet.
- **Localized training for enumerators:** Conduct comprehensive training for enumerators, emphasizing survey methods, cultural sensitivity, and the importance of accuracy in data collection.
- **Modernize sampling frames:** Update sampling frames using recent census data or other administrative records to ensure the representativeness of surveys.

3. Expand partnerships and capacity building

- **Collaboration with international organizations:** Partner with international organizations and universities for technical support, training, and funding.
- **Develop local expertise:** Train local staff in statistical methods, data analysis, and survey management to reduce reliance on external expertise and ensure sustainability.

4. Use administrative and big data sources

- **Administrative data integration:** Incorporate data from administrative sources, such as health, education, and tax records, to reduce the data collection burden and supplement survey data.
- **Big data and alternative sources:** Utilize non-traditional data sources (e.g., mobile phone data, satellite imagery) to complement survey findings, especially in areas like migration, urbanization, and agriculture.

5. Develop strategies for hard-to-reach populations

- **Community-based data collection:** Engage local leaders and organizations to improve response rates and accuracy, particularly in rural, remote, and informal communities.
- **Use of multilingual survey materials:** Provide survey materials in local languages to ensure respondents understand questions, reducing response bias and improving data quality.
- **Culturally sensitive approaches:** Design surveys that respect cultural norms and values to foster trust and encourage participation.

6. Ensure data quality through standardized methods

- **Harmonize survey methods:** Develop standardized methods and questionnaires that allow for comparability of results across surveys.
- **Quality control mechanisms:** Implement quality checks throughout the data collection and processing stages to detect and correct errors early.

- **Data validation through pilot surveys:** Conduct pilot surveys to test and refine questionnaires and methodology before the main survey, minimizing the risk of major issues during the main data collection.

7. Leverage technology for data processing and analysis

- **Automated data cleaning:** Use data cleaning software to automate the detection of outliers and inconsistencies, speeding up processing and reducing human error.
- **Open-source analytical tools:** Promote the use of open-source tools (e.g., R, Python) for data analysis, which are cost-effective and widely supported by an active global community.
- **Cloud-based data storage:** Store data in secure, cloud-based systems to facilitate collaboration among stakeholders and enable easy access for analysis.

8. Increase accessibility and transparency of data

- **Data dissemination platforms:** Create open-access platforms where survey data can be easily accessed by policy makers, researchers, and the public.
- **User-friendly reporting:** Present survey findings in easy-to-understand formats, including visual dashboards, which make the data more actionable for stakeholders.
- **Timely data release:** Minimize delays in data processing and release, ensuring the information is current and relevant for policy planning.

9. Strengthen financial and institutional support

- **Government and donor funding:** Advocate for increased funding for statistical offices from both governments and international donors to ensure sufficient resources for quality surveys.
- **Regional cooperation for cost efficiency:** Engage in regional cooperation to share resources, training, and tools, which can reduce the cost of surveys and increase survey quality.
- **Institutionalize regular surveys:** Ensure that essential surveys, like household income, labor force, and health surveys, are conducted on a regular schedule to maintain data consistency over time.

10. Establish continuous improvement feedback loops

- **Respondent and stakeholder feedback:** Gather feedback from survey respondents, field teams, and data users to identify areas for improvement in survey design and execution.
- **Evaluate and adjust survey designs:** Regularly assess and update survey methodologies to reflect current data needs and evolving best practices.
- **Pilot new techniques and technologies:** Test innovative data collection and analysis methods to identify scalable improvements for future surveys.

Administrative data

It was mentioned earlier that the NSDSIII would be intentional in supporting improvements in administrative data because these data are essential for enhancing decision-making, development monitoring and reporting, and research outcomes. In addition, the data are easier

and more cost-effective to compile vis-a-vis census and survey data, making administrative records a more sustainable source of official data. However, the NSDSIII also recognizes the scale and complexity of the NSS and the limitations of the NBS, the coordinator of the NSS. In such a context, the best way forward is to forge stronger coordination, collaboration and partnerships among various producers of administrative data. For instance, it will be ensured that NBS collaborates closely with:

- National Planning Commission on the integration and implementation of the census programme, updating EAs which are the basis for selecting random samples in population-based surveys (see lists of these surveys above), implementation of civil registration and vital statistics in context of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics which was adopted by the Conference of African Ministers responsible for civil registration; and various data innovations planned in this NSDSIII.
- Central Bank of Nigeria mainly on compilation of financial and economic statistics and also data innovation in the said areas;
- Other MDAs and States to situate data at the heart of policy and decision-making processes as well as improving the production, management and use of administrative data especially for planning, decision-making, monitoring and reporting on development progress;
- Various partners mainly to support data innovation work and data production in some MDAs and States. These include among others:
 - establishment and operationalization of the data innovation lab with support of the African Development Bank;
 - working with Universities, the private sector and development partners like the Office of National Statistics of the United Kingdom to build capacity in Data Science, Artificial Intelligence (AI) and Machine Learning (ML); and to exploit big data and undertake data analytics to provide insights into and innovative solutions to societal development challenges.

The NBS will establish and strengthen her own capacity to effect the said collaboration and partnerships. Much of the work will involve establishment and operationalization of Sector Technical Teams, ramping up Management Information Systems (NISs) in MDAs and States and signing Memoranda of Understanding (MOUs) to formalize the said collaboration and partnerships.

Fostering of collaborations and partnerships will be followed by undertaking statistical advocacy at high political and policy levels in MDAs and States. The NBS will provide leadership in undertaking the said advocacy. This will then be followed by different activities to improve the quality and usability of administrative data. Specifically, the following activities will be undertaken:

(a) Strengthen Statistics Units in MDAs and States

Statistical advocacy will be undertaken to strengthen Statistics Units in MDAs and States by raising their profiles in the mother institutions, increase the scope of their work, improve infrastructure development including computerization, and build statistical capacity through trainings covering the entire data value chain, etc.

(b) Data standardization

This will involve creating data standards and adopting common data models. The former aims to establish clear data definitions, formats, and coding systems for variables (e.g., consistent dates, standardized codes for department and States/Local Government Areas, etc.). It is also about promoting use of international standards, methodologies and classifications as well as the Code of Practice across the NSS. The latter involves implementing standardized data models across different administrative systems to support uniform data collection and integration.

(c) Controlling data quality

The quality of administrative data will be controlled through:

- Regular data audits: Regular audits of administrative data systems and resulting datasets will be undertaken involving checks to identify inconsistencies, missing values, or erroneous entries.
- Validation rules: Capacity will be built for implementing automated validation checks at the point of data entry (e.g., format validation, logic checks) to catch errors early.
- Feedback loops: Processes will be developed and implemented for continuous feedback from data users to correct issues and refine the data collection process.

(d) Data governance framework

A data governance framework will be developed and implemented involving:

- Assigning data stewardship roles: This will ensure that data stewards are responsible for overseeing data integrity, quality control, and accessibility.
- Documenting data sources: This is about keeping detailed metadata that describes the data sources, definitions, and any limitations or assumptions made in the data.
- Data ownership and accountability: Clearly defining ownership of datasets and ensuring that individuals or departments are accountable for data quality.

(e) Improving data collection processes

To improve data collection processes, the following will be done:

- Review data collection processes. This will involve reviewing existing instruments and methodologies for data collection.

- Better train data collectors: More and better training will be given to ensure that data collectors understand the value of data and the data collection processes including tools and templates, as well as emphasis on quality expectations and common errors to avoid.
- Automate where possible: To reduce manual entry errors, data collection will be automated where feasible (e.g., through direct integration with transactional systems).
- Streamline data entry forms: Make forms and interfaces intuitive to reduce the likelihood of input errors.

(f) Improve data management

This will entail promoting better management of administrative data, including storage, database development, data analysis and reporting. Training and mentoring will play a key role in this activity.

(g) Ensure data consistency across systems

This will involve:

- **Data Integration:** Different administrative datasets will be integrated to minimize duplication and ensure consistency in data points (e.g., name, address).
- **Master Data Management (MDM):** MDM techniques will be used to maintain a consistent and accurate view of key entities (e.g., individuals, organizations) across different systems.

(h) Use of modern technologies

Use of modern technologies will be promoted including:

- **Data Cleansing Tools:** These include advanced software tools for data cleansing, duplication, and standardization (e.g. machine learning algorithms for error detection).
- **Blockchain for data integrity:** To ensure the immutability of administrative data and create an audit trail, use of blockchain technology will be explored.

(i) Enhance Data Privacy and Security

Data privacy and security are critical to a data system, and these will be ensured through:

- **Data encryption:** Data will be secured both at rest and in transit to prevent unauthorized access.
- **Compliance with legal frameworks:** It will be ensured that data governance policies align with relevant data protection laws of the country to secure data privacy and security.

(j) Enhance Data Usability

There is no point in compiling good administrative data unless they can be accessed and used. To promote data use, the following will be done:

- **Improve documentation:** Detailed documentation and data dictionaries will be done for users to better understand how to interpret and use the data.

- **Enable data access:** It will be ensured that authorized users can access data easily through dashboards or open data portals, enabling wider usage and insights generation.

(k) Data Enrichment

The data value will be enhanced through the following activities:

- **External data sources:** Administrative data will be enhanced with external datasets (e.g., census data, financial reports) to provide more comprehensive insights.
- **Data linking:** Related datasets will be linked by using unique identifiers (e.g., linking individual-level health records across different providers) to create richer datasets.

(l) Feedback mechanism for continuous improvement

The following will be done to ensure continuous improvement in administrative data:

- **Monitor data usage:** A system will be put in place for tracking how users are using the data and identify areas for improvement based on their experiences.
- **Review and update procedures:** Data collection and management procedures will be regularly reviewed to adapt to changing needs, technologies, or regulatory environments.

Overall improvements in censuses, surveys and administrative records:

These will include the following:

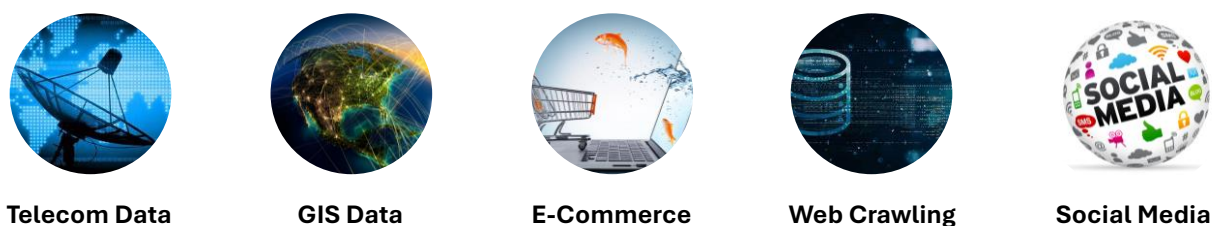
- Ensuring that the tools for data collection, processing and dissemination are ICT compliant, giving the following advantages: speed, quality, cost effectiveness and data security
- Enhancing the capacity for data storage and retrieval [data banking, data warehousing and data archiving].
- Building capacity to use modern data analysis packages and specialised applications for big data mining and analytics.
- Improving data dissemination and communication [e.g. use of data visualization tools] and using different channels, including website, web portal, social media handles, etc.

(b) Exploiting New Data Sources

A number of new and non-traditional data sources which can be used to improve official statistics have been identified. They mainly include:

- (i) Big Data which are often collected from digital interactions, social media, sensors, transactions, and other real-time sources. They include telecom data, GIS data, e-commerce, web crawling and social media as can be seen from the following figure.

Figure 5: New data sources



Mining and analyzing big data (data analytics) produces insights and real-time information that helps organizations identify patterns, trends, and insights that would be impossible to find with smaller datasets. Such information is essential for decision-making on patterns of human experiences that can be used for policy-making. Under this strategic objective, the following will be undertaken to leverage these new data sources:

- Identify and remove barriers to the use of new data sources, including directories, administrative data and other data from new and innovative sources, and coordinate efforts to incorporate them into mainstream statistical programmes through, inter alia, confidence- and trust-building measures, legal reforms, better funding and capacity building;
- Follow international guidelines on the use of new and innovative data generated outside the traditional NSS, into official statistics (that is, principles on using new data sources and other data for official statistics);
- Integrate/combine data from various sources and formats to provide a more comprehensive view of statistical information, which can enhance the accuracy and effectiveness of data-driven strategies;
- Build and operationalise the Data Innovation Laboratory [DIL] initiative with support from the AfDB. The DIL is a specialized facility dedicated to leveraging advanced technologies and methodologies to explore, analyse, and derive insights from data. *It will serve as a hub for innovation, bringing together multidisciplinary teams, such as statisticians, data scientist, data engineers, GIS experts amongst others. It will also include cutting-edge technologies, and creative approaches to address complex challenges and generate valuable solutions*¹⁷.
- Use the DIL to build capacity in Data science, Artificial Intelligence (AI) and Machine learning (ML) which are essential for big data analytics that can be used to improve official statistics. The importance of this lies in a report on “Statistics needs to adapt “new data science era”, and fast, because *“Statistics is at a crossroads....it must either*

¹⁷ Data Innovation Laboratory, National Bureau of Statistics, 2024

flourish by embracing and leading the field of data science or decline and become irrelevant”¹⁸;

- Undertake data analytics using big data technologies - sophisticated algorithms - that handle vast amounts of data in real-time, allowing for the processing and analysis of data at unprecedented scale to discover patterns and insights from big data that are not apparent through traditional analysis techniques; and
- Develop multi-stakeholder partnerships with effective co-ordination by the NBS to exploit new data sources.

(c) Assessment of the data maturity level of the country

NSDS III will also provide for assessing the data maturity level of the country by undertaking a data maturity assessment of main NSS organizations using a pre-set questionnaire. Results from the survey will be used to determine the current data maturity level, identify desired maturity levels and how to achieve them by suggesting actions to reach a desired maturity level, and enable benchmarking progress made against industry/international standards and peers especially in the region.

The theory of change under this strategic objective includes the following:

Inputs/Activities:

- Develop and implement the census and survey programme,
- Strengthen administrative data sources,
- Periodically determine data maturity levels of the country,
- Produce the following statistics:
 - Production of National Accounts Statistics on quarterly and annual bases.
 - Production of Price Statistics [Retail Prices, Consumer Price, Producers Price Index, Farm gate price, etc.].
 - Production of Foreign Trade Statistics [Merchandise Trade Statistics, Trade in Services Statistics, etc.].
 - Production of Labour Statistics [employment, unemployment, under-employment, etc.].
 - Production of Social-Economic Statistics [industrial sector and Services sector].
 - Production of Environmental Statistics [Natural Capital Account, Degradation, Flood, etc.].

Associated Outputs:

- Various census and survey reports
- MDA Statistical Abstracts and other reports

¹⁸ Statistics at a crossroads: Who is for the Challenge? By Xuming He, David Madigan, Bin Yu and Jon Wellner, Report 2019, The National Science Foundation, USA

- Reports of data maturity levels for the country
- Quarterly and Annual Reports of National Accounts Statistics [GDP, GNP, GNI, etc.].
- Monthly Reports of Price Statistics, including Inflation rate for Urban and Rural and Food and Non-Food.
- Quarterly Reports on Foreign Trade Statistics [Trade in Goods and Services Statistics, Trade Indices, etc.].
- Report on Labour Statistics [Employment, unemployment, underemployment, etc.].
- Reports on Socio-Economic Statistics [Education Statistics, Health Statistics, Transportation, Industrial Sector, Services Sector, etc.].
- Reports on Environmental Statistics [Statistics of Climate Change, Natural Capital Account, Degradation, Flood, etc.].
- Reports on Gender Statistics.

Expected Outcomes:

- i. An enabling data environment for policy-planning and decision-making.
- ii. Improved Gender main-streaming in national development.
- iii. Improved mitigation for the effects of climate change and environmental degradation.
- iv. Improved monitoring of the performance of Nigeria's NDP (2021-2025) and SDGs.

Impacts/Expected Changes:

- i. Better service delivery realised at all levels by leveraging the power of data.
- ii. Enhanced status of women in society is achieved.
- iii. Sustainable environment is assured.
- iv. Higher levels of human development are achieved.

3.2.7 Statistical research and data usage

Statistical research is needed to improve statistical concepts, standards, classifications and methodologies. In the same vein, data usage is a culture of application of data to informed public debate and decision-making at all levels. Both are important and contribute to statistical development.

The following is the theory of change for this strategic objective:

(a) Statistical Research

Inputs/Activities:

- Re-establish a Statistics Research and Methods Department at the NBS with appropriate human and other resources,
- Operationalize the Data Innovation Laboratory and build capacity in new areas of AI, Data Science, Big Data, Machine Learning,
- Undertake research on new data sources, do data analytics, etc.

- Undertake research to improve existing methods and tools for data development and management.
- Undertake research on new data sources.

Associated Outputs:

- Statistics Research and Methods Department at the NBS is established with appropriate human resources.
- A Data Innovation Laboratory is established.
- Reports on research work to improve methods and tools for data development and management.
- Research Reports on new data sources.
- Research Reports on methodologies for data collection in existing and new areas

Expected outcomes

- Functional Data Innovation Laboratory is in place.
- Improved methods and tools for data development and management are available.
- An effective NSS in place.

Impacts/Expected Changes:

- Better insights for policy and decision-making

(b) Data usage

Inputs/Activities:

- Building capacity for data use, especially among policy- and decision- makers.
- Building capacity for data analysis, interpretation, and turning data into information and insights.
- Improving data analysis, dissemination and communication.

Associated Outputs:

- Key policy and decision makers trained in using data at various levels in the public sector [Executive, Legislature, Judiciary], Private Sector, Civil Society, Academia/Research and development, etc.
- Key officials trained on data analysis and interpretation.
- Staff from Key media outlets [print and electronics] for data dissemination and effective communication.

Expected Outcomes:

- Improved policy and decision-making at various levels.
- Improved capacity for data analysis and interpretation.
- Improved coverage in data dissemination.

Impacts/Expected Changes:

- Better service delivery at all levels
- A data use culture is realised.

3.2.8 Funding and financing arrangements



“Investment in statistical capacity will pay for itself many times over by improving the efficiency with which governments allocate resources between public services”, PARIS21

Required Funding:

National governments and other data users are increasingly demanding for more and better statistics. More specifically, there is demand for more disaggregated data by sub-national entities (States and Local Government Areas) and by sector, data on emerging economic and social trends, etc. There is also more pressure to provide the data in a more timely manner. Meeting the demand for data is neither easy nor cheap. While the importance of data is generally well recognised, this has not always translated into sufficient resource envelopes from governments for statistical production. This puts the NBS and other data producers under pressure to produce more and better data with less resources. It is also important to point out that the nature of the problem of funding for statistics and statistical development is usually not well understood. The proposed solutions to the problem, therefore, tend to be patchy and incomplete. What is required is:

- a new emphasis on building statistical infrastructure and capacity as opposed to meeting immediate data needs and filling data gaps; but also to include;
- increase in funding in terms of both quantity and quality, where quality relates to funding predictability – funds provided when needed for time-bound statistical activities.

Sources of funding for the NSDS

Since the NSDS III is critical to national development, the Federal Government is expected to be the principal source of funding for its implementation. The establishment of a National Statistics Trust Fund [NSTF] is highly desirable as it will go a long way in ensuring adequate and sustained funding for statistical development. Such a Fund has been recommended at a high policy level by the African Charter on Official Statistics which was adopted by African Heads of State and Governments in 2009. The Second Strategy for the Harmonisation of Statistics in Africa (SHaSA2) that was adopted by the African Ministers of Finance and Development also urged African countries to establish the NSTF. It is recommended to dedicate 0.25% of the National Revenue Allocation as such allocation will provide greater returns on investment. Furthermore, under

Chapter 36 on ‘Data Production and Co-ordination’, the NDP for 2021-2025 provides for approval of the concept of the NSTF and establishment of a legal and administrative framework for it to ensure adequate funding of the NBS and the NSS.

The NSTF shall be used majorly as a source of funding for key statistical projects and activities of the NSS by the Office of the Statistician-General of the Federation under the proposed National Council on Statistics [NCS]. In particular, the Trust Fund shall be applied for the purpose of interventions at MDAs of Federal, State and Local Governments in the areas of: statistical literacy enhancement; data development and management; statistical infrastructure; human resource development; statistical research and usage for policy making; performance measurement, monitoring, evaluation and reporting; mitigation of emerging constraint factors to statistical development; promoting global competitiveness in statistical development at all levels of government; and annex statistical programme as may be directed by the National Statistics Council. Under the NSDS III, strong advocacy will be made to ensure that the establishment of the NSTF is realized so that there is stable and predictable funding for statistics. Until the fund is established and operational, the Heads of MDAs and State Governors will be encouraged to allocate substantial resources to support the statistical work in their respective institutional budgets and work plans.

Given current realities in the country, it is necessary to elicit technical and financial support from development partners to supplement government funding allocations to statistics. The Federal Government could explore the possibility of getting funding support from the Global Data Facility (GDF) which is a successor to the World Bank Trust Fund for Statistics Capacity Building [TFSCB], from which the country benefitted in 1999 and 2002. The GDF is a global funding instrument that enables long-term support and transforms data ecosystems and capital in low and middle-income countries. The GDF is the World Bank’s primary mechanism to turn the new social contract on data into reality. It forms part of a new, collaborative data financing architecture, ensuring that local demand drives and serves as a global mechanism. It is also noteworthy that Nigeria is currently benefitting from the current Fiscal Governance and Institutions Project [FGIP] of the World Bank. With the NSS morphing into a new data ecosystem, funding and logistical support for statistics will also be solicited and expected from the organised private sector and non-governmental organisations and establishments in Nigeria.

The following is the theory of change for this NSDS III strategic objective:

Input Activities:

- Funding Activities.
- Financing Activities.

Associated Outputs:

- Reports of meetings held for development of solicitation plans for funding NSDS III, Implementation Offices and Programmes.
- Reports of Budgets in tandem with financial regulations and funders’ financial protocols.

- Reports of programmes, projects and audit clearance meetings and workshops.
- Reports of project implementation financial technical workshops on financial discipline, prudence and reporting procedures.
- Reports of financial records, final accounts, cash books, receipts and stamps for completed projects.
- Reports of field operations to collect data on current market prices of items of expenditure.
- Reports of funds disbursed and allocated for procurement, surveys and logistics of travels and tours.
- Reports of funding direct and indirect taxes, levies, fees, licenses etc.
- Report of store receipts and release vouchers activities.
- Financial reports and co-ordination of Focal Points Financial Statements and Accounts.
- Reports of servicing project accounts and meetings with bankers and Finance Officers at Federal Ministry of Finance and Central Bank of Nigeria.
- Meeting venues secured; project implementation office and personnel fully engaged; with relevant facilities and consumables.

Expected Outcomes:

- Better organizational development for statistics
- Informed policies that benefit society as a whole
- Enhanced capacity to manage the financial system and processes for adequate management of financial accounts of the NSDS III.

Impacts/Expected changes:

- Greater confidence of Governments, Development Partners and other Funders in financial integrity of the NBS and focal points engaged in NSDS project implementation is earned.
- Enhanced prudence, accountability and value-for-money culture is imbibed among key stakeholders within NSS.
- Improvement in 'No Objections' within project approval request are recorded at very high rates.

A comprehensive programme of censuses, surveys and other statistical activities is presented in Annex III.

The following table presents the theory of chain for the NSDS III

Figure 6: Theory of change for NSDS III

Data Challenges	Key Initiatives	Outputs	Outcomes/Impact	Outcomes/Impact
<ul style="list-style-type: none"> • Low levels of statistical literacy and advocacy • Inadequate statistical advocacy • Inadequate statistical coordination and feedback • Inadequate infrastructure (field, IT, etc.) in some MDA's • Limited resources for statistics (human, financial, technical) at every level • Limited statistical capacity • Inadequate quality of administrative data • Data gaps • Anadequate data disaggregation e.g. by gender • Inadequate data access, uptake and use • Multiplicity of data portals • Internal security challenges 	<ul style="list-style-type: none"> • Statistical advocacy <i>Statistical advocacy programme</i> • Legal and policy framework <i>Review the statistics Act, 2007 and other legislations</i> <i>National statistics Policy</i> • Institutional and organizational arrangements <i>Create NSS structures</i> <i>Operationalize CISON</i> • Develop human resources <i>Upgrade the federal school of statistics</i> <i>Strategic skills development</i> <i>Further professionalization of NSS</i> • Develop statistical Infrastructure <i>Upgrade infrastructure including ICT</i> <i>Update sampling frames</i> • Data Development and management <i>Update compendium of concepts etc.</i> <i>Undertake data innovation</i> • Statistical research and data usage <i>Establish research structures</i> <i>Establish Data innovation lab</i> 	<ul style="list-style-type: none"> • Statistical advocacy programme • New statistics Bill • National statistics Policy • National Statistics Council established • Statistical consultative Committees established at sub-national levels • Functional CISON • Upgraded federal school of statistics • Strategic skills in new areas, such as Big Data • Higher level of professionalism in NSS • Data maturity assessment reports • Upgraded infrastructure (e.g. ICT) • Updated sampling frames • Updated compendium of main concepts and definitions • Research department at NBS • Data innovation Lab • Data innovation projects • New data sources and methodologies 	<ul style="list-style-type: none"> • Enabling legal, policy and institutional environment for official statistics • More empowered data users • Greater data accessibility, uptake and use • Increased competences in production and management of official statistics • Expand NSS into a data ecosystem • More efficient and effective statistical systems • Better integrated official statistics on the country • Modernized, better resourced, agile and resilient statistical systems • Higher data maturity level of the country • Better policies, plans and decisions 	<ul style="list-style-type: none"> • Improved statistical literacy levels • Better lives



CHAPTER 4: IMPLEMENTATION, MONITORING AND EVALUATION ARRANGEMENTS

4.1 Implementation

NSDS III implementation will be primarily an operational process to deliver the results, achieve purpose and contribute effectively to the Strategy's overall objectives; as well as manage the available resources efficiently; and monitor and report on progress to support performance management.

4.1.1 Implementation structure and responsibilities

An implementation structure will be put in place to deliver impactful outcomes from several inputs/activities as stipulated and sequenced in the NSDS III. The structure will provide an institutional arrangement for coordinating various agencies, organizations, establishments, institutions and other stakeholders involved in the NSDS III implementation. The following will be key players and their responsibilities in the implementation of the NSDS III:

The Presidency

The President of the Federal Republic of Nigeria, as Head of the Executive arm of government, presides over the Federal Executive Council (FEC) where Honourable Ministers and Principal Officers of government meet every week. The Vice-President is the Chairman of the National Economic Council (NEC) where all the State Governors meet at scheduled intervals. It is presumed that the Vice-President will be the Chairman of the National Council on Statistics (NCS) when established. He should be able to report to Cabinet progress in implementation of the NSDS III. In addition, the Federal Executive Council will approve the NSDS III, 2024-2028 as a Strategic Policy Framework to re-position and strengthen the entire NSS as a global brand.

National Assembly

The National Assembly is expected to play the role of delivering the statutory framework by repealing the Statistics Act, 2007 and enacting a new Statistics Act. This will provide the much-desired and needed legitimacy to various components required to enable the NSS achieve its Vision, Mission and strategic objectives. The NBS will be expected to proactively advocate for expeditiously passage a new Statistics Bill for assent by Mr. President.

Federal Ministry of Budget and Economic Planning

The Federal Ministry of Budget and Economic Planning supervises the NBS and NSS with the responsibility of providing high-level political/policy leadership to statistical development in the country. It is expected that the Ministry will present the NSDS III to the FEC for approval; lead the mobilisation of national and external resources for the implementation of the Strategy and other

statistical programmes; and continue to provide political and policy leadership to statistical development in the country.

National Bureau of Statistics [NBS]

As the custodian of official statistics in Nigeria and co-ordinating agency for the NSS, the NBS will play a special role in the implementation of the NSDS III. This role will include creating awareness about the Strategy and mobilising stakeholders to support its implementation. In this connection, it will host the NSDS III Project Implementation Office [PIO]. An enabled and well-resourced PIO will report directly to the Statistician-General of the Federation. The Office will comprise: Project Manager, Project Accountant, Procurement Officer [Specialist], Project Auditor, Legal Adviser and 5 Support Project Officers.

The functions of this Office will include the following: co-ordinate NSDS Project Implementation Desk Offices in relevant implementing agencies; organise capacity building; facilitate programme and project planning; provide professional support towards the NSDS implementation; conduct scheduled monitoring and evaluation exercises and provide progress reports.

The NBS will work closely with key data producers in the country to implement the NSDS III. In particular it will work with the Central Bank of Nigeria, National Population Commission, Inland Revenue Service, Debt Management Office, Securities and Exchange Commission, Nigerian Communications Commission, National Identity Management Commission, Nigeria Customs Service, Nigeria Immigration Service and Federal Roads Safety Corps, and key sector ministries of Agriculture, Health, Education, Petroleum Resources, etc.

4.1.2 Creating NSDS III Awareness

Implementation of strategies often fails because of lack of stakeholders' awareness about their existence or even essence. A strategic communication programme will therefore be designed to roll out the Strategy, first at the Federal level and then at State and Local Government Area levels. The objective will be to secure buy-in and support, especially from high-level policy and decision-makers in government [at the three tiers of government], the private sector, civil society, research and academic institutions, international organisations and the media.

Much of the awareness will be effected through various forms of stakeholder engagements. A simplified and abridged version of the NSDSIII will be produced for the said purpose. It will be ensured that such a version brings out clearly key strategic priorities and objectives.

4.1.3 Business Plans

Business plans will be prepared and implemented annually. Such plans are essential for strategy implementation as they:

- serve as guidelines for action and represent the bases for allocating resources.

- Serve as standards of performance and major instruments for monitoring progress towards achieving long-term objectives.
- establish annual work priorities.

The business plans will outline the specific actions to be taken, when and by whom in order to achieve the objectives of the NSDS III within a budgetary and resource framework. The business plans will be monitored through regular progress reports.

4.1.4 Statistical plans for MDAs and States

As mentioned earlier, NBS will prioritize assisting MDAs and States to design their own Statistical Plans to enable production and use of better statistics for a variety of purposes including policy design, planning, decision-making and service delivery as well as development monitoring and reporting. The stages to be undertaken to design these statistical plans have been highlighted above. They include statistical advocacy, assessment of the state of statistics and designing a statistical plan suited to addressing the specific data challenges in the MDA or State. This will be done in a phased manner, starting with a manageable number of MDAs and States and increasing this number as awareness, capacity and experience builds up.

To ensure that these plans are well designed, the NBS will conduct a lot of trainings on NSDS for staff from MDAs and States, provide guidelines and templates for use in the said assessments and actual design of statistical plans, etc.

4.1.5 Risk Management

The following table presents risks that could be encountered in the implementation of the NSDS III are identified and described according to their levels of severity as well as mitigation measures.

Table 6: Risks and mitigating measures

Risks	Description/Discussion	Level	Mitigation Measures
Unwillingness of NSS Players to be Co-ordinated	Fear that efforts to coordinate them could result in relinquishing their roles	Moderate	<ul style="list-style-type: none"> • Create effective awareness on the importance and benefits of statistical co-ordination • Explaining the NBS co-ordination role and the role of other stakeholders as per the Statistics Act • Strengthening coordination mechanisms
Inadequate Funding for Statistics	<ul style="list-style-type: none"> • Limited appreciation of importance of statistics by stakeholders • Limited commitment to NSDS III implementation by government at different levels 	High	<ul style="list-style-type: none"> • Undertake extensive awareness creation about need for and benefits of adequate funding of NSDS III at every level (Federal, State and LG) • Create partnerships with various Development Partners (national and international)

Risks	Description/Discussion	Level	Mitigation Measures
Data Insecurity, Inadequate Data Back-Up and Recovery	<ul style="list-style-type: none"> Inadequate data archiving and back-up 	<p>Moderate</p> <p>High in MDAs and States</p> <p>Low in some agencies (NBS, CBN, NCS, FIRS, FRSC, etc.)</p>	<ul style="list-style-type: none"> Encourage Business Continuity Plans Promote archiving, back-up and recovery programmes in NSS including off site data recovery centres Deploy appropriate ICT tools to prevent intrusion into data bank
Political Interference	Political leaders interfering in data production and release which affects the credibility and integrity of official statistics.	<p>Low-moderate at Federal level</p> <p>Moderate-high at sub-national level</p>	<ul style="list-style-type: none"> Highlight risks and negative impacts associated with political interference in data development and management Sustained statistical advocacy about importance of data credibility and integrity
Production of Poor-Quality Statistics in NSS	Inadequacy: inaccurate, incomplete, lack of timeliness, inconsistency, disaggregation, data	High	<ul style="list-style-type: none"> Promote national and international standards for data production, management and dissemination Promote the Code of Practice among data producers in the NSS Build capacity in statistical production across the NSS

4.2 Monitoring and Evaluation



4.2.1 Monitoring

Best practice requires that NSDS III implementation is closely monitored, especially with respect to its deadlines and ensuring the required quality of deliverables; and its impact evaluated at the end. Monitoring is essential to:

- ensure that stated objectives are being achieved.
- track inputs, activities and outputs as per the feed-back mechanism.
- determine if implementation is on course or not.
- alert management to problems or potential problems before the situation becomes critical.
- take corrective actions to ensure that performance conforms to the Strategy or that the Strategy is revised in the light of new experience.

4.2.2 Evaluation

Six months before the end of the NSDS III implementation period, the Statistician-General of the Federation will initiate an end-term evaluation of the project. This is to avoid a long break between Strategies. The evaluation will assess the most significant constraints, most successful activities and, generally, how well the Strategy will have met the set goals and objectives. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the NSDS III will therefore take this into account and provide inputs into the design of a successor Strategy.

4.2.3 Monitoring and Evaluation Framework

NSDS III monitoring will require that relevant information is reported and acted on by appropriate officials. It is, therefore, crucial that a proper mechanism is established early enough for the said purpose. Such a reporting mechanism will provide for preparation and distribution of periodic progress, mid-term and final reports; specifying who is to prepare, distribute and receive which report and when, and what actions are expected from recommendations in the reports.

For meaningful monitoring and evaluation, only a few indicators selected on each of the strategic objectives will be monitored. Where there is no baseline information, this will be generated in the course of NSDS III implementation. Performance indicators are provided in the Action Plan.

Special Data Dissemination Standards Plus [SDDS] and Data Quality Assessment Framework [DQAF] – Generic Framework, will be used for monitoring progress in implementation of the NSDS III against set targets. Overall Strategy performance will be measured using the Statistical Performance Indicator (SPI) and the Open Data Index which were presented in Chapter 2.

The following table presents the reporting frequency:

Table 7: Reporting Frequency

Report	Narrative*
Quarterly Progress Report	The NBS will prepare a Quarterly Progress Report (QPR) covering all statistical activities undertaken during the quarter, constraints and successes, and highlighting plans for the next quarter, and presented to the appropriate authorities for information and action. This report will be the basis for preparation of a progress report for the next quarter.
Annual Review Report	In addition to the QPR, there will be a need for an annual process of monitoring the implementation of NSDS III, with mechanisms for changing activities and targets, if this proves necessary. The NBS will prepare the Annual Review Report (ARR) present it to the appropriate authorities.
Mid-Term Review Report	The Mid-Term Review (MTR) will be undertaken in 2026 as a more formal process that will ensure that the NSDS III is still relevant and for agreeing on changes in the strategy, work programmes and budget, where these are needed and justified. In addition, the mid-term review will reallocate resources according to performance and needs. This review will be undertaken by an independent body, e.g. a consulting firm or development partner. The report will be presented to the appropriate authorities for approval.
Terminal Review (TR)	At the end of the NSDS III implementation period, there will be an external evaluation, which will also be undertaken by an independent body and presented to appropriate authorities for approval.

** Note: while NBS presents the various reports, preparations will be a joint exercise of NBS, SSB and implementing MDAs.*



CHAPTER 5: BUDGET ESTIMATES

This chapter presents budget estimates for NSDS III by in-flow and out-flow of funds. The in-flow component includes sources of funds and amounts expected from specific sources, while out-flow of funds describes how funds are allocated to items of expenditure. The Budget is a 5-year fiscal time-frame.

In-flow of funds is broadly expected to come through;

- (i) Governments at the Federal, State and Local levels.
- (ii) Non-Governmental agencies, including Development Partners and Organisation/Establishments other than the Organised Private Sector Industries and Businesses.
- (iii) Organised Private Sector of Industries and Businesses.

Out-flow of funds shows expenditure on statistical personnel, cost of operation of administrative activities and statistical service delivery, predicated on the key implementation of the Strategy. The broad outline of the expenditure profile includes: Personnel Emoluments and Charges; Fees, Licences, Taxes, Levies, etc.; Statistical Advocacy; Statistical Policies and Legal Framework; Organisational Development and Institutional Arrangements; Human Resource Development and Skill Enhancement Programmes; Statistical Infrastructure Development; Data Development and Management; Performance Measurement, Monitoring, Evaluation and Reporting Frameworks; Statistical Research and Data Usage; Funding and Financing Arrangements; Activities of the Project Implementation Office.

Table 7 presents the overall budget for implementation of NSDS III for 5 years. The table gives a total budget size of about Eight Hundred and Seventy-Five Million United States Dollars [USD875,000,000:00]. At the Central Bank of Nigeria's Official Exchange Rate of N1,613 to the USD [as at March 13, 2024], the Nigerian Naira equivalent is One Trillion, Four Hundred and Eleven Billion, Three Hundred and Seventy-Five Million [N1,411,375,000,000:00]. Table 8 presents the total budget in Naira.

Table 8: Summary of the expenditure estimates, 2024-2028 [Million USD (\$)]

S/N	Expenditure cost components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A. Recurrent items							
1	Personnel Emoluments and Charges	29.93	52.37	54.86	56.11	56.11	249.38
2	Fees, Licences, Taxes, Levies, etc.	2.36	2.49	2.76	2.76	2.75	13.12
A. Sub-Total		32.29	54.86	57.62	58.87	58.86	262.5
B. Capital projects							
3	Statistical Advocacy	5.36	4.82	4.4	4.29	2.57	21.44
4	Statistical Policy and Legal Framework	2.39	2.44	2.34	1.65	0.37	9.19
5	Organisational Development and Institutional Arrangements	9.42	9.42	9.19	9.19	8.72	45.94
6	Human Resource Development and Skill Enhancement Programmes	19.09	19.98	19.54	15.99	14.21	88.81
7	Statistical Infrastructure Development	26.58	28.58	28.58	26.58	22.59	132.91
8	Data Development and Management	44.43	53.07	55.54	50.6	43.19	246.83
9	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	4.29	5.02	5.02	4.9	5.27	24.5
10	Statistical Research and Data Usage	3.72	6.2	6.2	5.93	5.51	27.56
11	Funding and Financing Arrangements	1.23	1.22	1.23	1.22	1.23	6.13
12	Project Implementation Task Office	1.98	1.93	1.93	1.93	1.42	9.19
B. Sub-Total		118.49	132.68	133.97	122.28	105.08	612.5
Grand Total (A+B) (Million USD \$)		150.78	187.54	191.59	181.15	163.94	875

The expenditure estimates rise from USD150.78 Million in the first year (2024) to about USD187.54 Million in the second year (2025); to peak at USD191.59 Million by year 3 (2026), before sustained reduction to USD181.15 Million and USD163.94 Million by the fourth year (2027) and fifth year (2028) respectively.

Table 9: Summary of the expenditure estimate, 2024-2028 [Million (N)]

S/N	Expenditure cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
A. Recurrent Items							
1	Personnel Emoluments and Charges	48,277	84,473	88,489	90,505	90,505	402,250
2	Fees, Licences, Taxes, Levies, Etc	3,807	4,016	4,452	4,452	4,436	21,163
A. Sub-Total		52,084	88,489	92,941	94,957	94,941	423,413
B. Capital Projects							
3	Statistical Advocacy	8,646	7,775	7,097	6,920	4,145	34,583
4	Statistical Policies Legal Framework	3,855	3,936	3,774	2,661	597	14,823
5	Organizational Development and Institutional Arrangements	15,194	15,194	14,823	14,823	14,065	74,101
6	Human Resources Development and Skill Enhancement Programmes	30,792	32,228	31,518	25,792	22,921	143,251

S/N	Expenditure cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
7	Statistical Infrastructure Development	42,874	46,100	46,100	42,874	36,438	214,384
8	Data Development and Management	71,666	85,602	89,586	81,618	69,665	398,137
9	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	6,920	8,097	8,097	7,904	8,501	39,519
10	Statistical Research and Data Usage	6,000	10,001	10,001	9,565	8,888	44,454
11	Funding and Financing Arrangements	1,984	1,968	1,984	1,968	1,984	9,888
12	Project Implementation Task Office	3,194	3,113	3,113	3,113	2,290	14,823
B. Sub-Total		191,124	214,013	216,094	197,238	169,494	987,963
Grand Total (A+B) (₦ Million)		243,208	302,502	309,035	292,195	264,435	1,411,375

Note: Central Bank of Nigeria (CBN) Official Exchange rate of ₦1,613/USD (\$) as @ 13th March 2024

Table 9 presents expenditures by allocation while figure 7 presents expenditure estimate by allocation. The figure shows that 70% of total expenditure is recurrent while 30% is expected to cover capital expenditure.

Table 10: Expenditure estimate by allocation, 2024-2028 USD (\$)]

S/N	Cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Personnel emoluments and Charges	29.93	52.37	54.86	56.11	56.11	249.38
	Federal	17.96	31.42	32.92	33.67	33.67	149.63
	States	6.29	11	11.52	11.78	11.78	52.37
	LGAs	4.49	7.86	8.23	8.42	8.42	37.41
	Others *	1.2	2.09	2.19	2.24	2.24	9.98
2	Fees, Licences, Taxes, Levies, etc	2.36	2.49	2.76	2.76	2.75	13.12
	Federal	1.18	1.25	1.38	1.38	1.38	6.56
	States	0.59	0.62	0.69	0.69	0.69	3.28
	LGAs	0.47	0.5	0.55	0.55	0.55	2.62
	Others *	0.12	0.12	0.14	0.14	0.14	0.66
A. Sub-Total (Recurrent Items)		32.29	54.86	57.62	58.87	58.86	262.5
3	Statistical Advocacy	5.36	4.82	4.4	4.29	2.57	21.44
	Federal	3.75	3.37	3.08	3	1.8	15.01
	States	0.8	0.72	0.66	0.64	0.39	3.22
	LGAs	0.54	0.48	0.44	0.43	0.26	2.14
	Others *	0.27	0.24	0.22	0.21	0.13	1.07
4	Statistical Policies and Legal Framework	2.39	2.44	2.34	1.65	0.37	9.19
	Federal	2.03	2.07	1.99	1.4	0.31	7.81
	States	0.17	0.17	0.16	0.12	0.03	0.64

S/N	Cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	LGAs	0.14	0.15	0.14	0.1	0.02	0.55
	Others *	0.05	0.05	0.05	0.03	0.01	0.18
5	Organizational Development and Institutional Arrangements	9.42	9.42	9.19	9.19	8.72	45.94
	Federal	7.54	7.54	7.35	7.35	6.98	36.75
	States	0.94	0.94	0.92	0.92	0.87	4.59
	LGAs	0.71	0.71	0.69	0.69	0.65	3.45
	Others *	0.24	0.24	0.23	0.23	0.22	1.15
6	Human Resources Development	19.09	19.98	19.54	15.99	14.21	88.81
	Federal	12.41	12.99	12.7	10.39	9.24	57.73
	States	2.86	3	2.93	2.4	2.13	13.32
	LGAs	2.29	2.4	2.34	1.92	1.71	10.66
	Others *	1.53	1.6	1.56	1.28	1.14	7.1
7	Statistical Infrastructure Development	26.58	28.58	28.58	26.58	22.59	132.91
	Federal	15.95	17.15	17.15	15.95	13.55	79.75
	States	5.32	5.72	5.72	5.32	4.52	26.58
	LGAs	3.99	4.29	4.29	3.99	3.39	19.94
	Others *	1.33	1.43	1.43	1.33	1.13	6.65
8	Data Development and Management	44.43	53.07	55.54	50.6	43.19	246.83
	Federal	33.54	40.07	41.93	38.2	32.61	186.36
	States	4.67	5.57	5.83	5.31	4.53	25.92
	LGAs	4	4.78	5	4.55	3.89	22.21
	Others *	2.22	2.65	2.78	2.53	2.16	12.34
9	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	4.29	5.02	5.02	4.9	5.27	24.5
	Federal	3.86	4.52	4.52	4.41	4.74	22.05
	States	0.21	0.25	0.25	0.25	0.26	1.23
	LGAs	0.15	0.18	0.18	0.17	0.18	0.86
	Others *	0.06	0.08	0.08	0.07	0.08	0.37
10	Statistical Research and Data Usage	3.72	6.2	6.2	5.93	5.51	27.56
	Federal	2.98	4.96	4.96	4.74	4.41	22.05
	States	0.45	0.74	0.74	0.71	0.66	3.31
	LGAs	0.15	0.25	0.25	0.24	0.22	1.1
	Others *	0.15	0.25	0.25	0.24	0.22	1.1
11	Funding and Financing Arrangements	1.23	1.22	1.23	1.22	1.23	6.13
	Federal	1.11	1.1	1.11	1.1	1.11	5.52
	States	0.06	0.06	0.06	0.06	0.06	0.31
	LGAs	0.05	0.05	0.05	0.05	0.05	0.25
	Others *	0.01	0.01	0.01	0.01	0.01	0.06
12	Project Implementation Task Office	1.98	1.93	1.93	1.93	1.42	9.19

S/N	Cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Federal	1.78	1.74	1.74	1.74	1.28	8.27
	States	0.1	0.1	0.1	0.1	0.07	0.46
	LGAs	0.08	0.08	0.08	0.08	0.06	0.37
	Others *	0.02	0.02	0.02	0.02	0.01	0.09
B. SUB-TOTAL (Capital Projects)		118.49	132.68	133.97	122.28	105.08	612.5
GRAND TOTAL (A+B)		150.78	187.54	191.59	181.15	163.94	875

Note *= others include Organized Private Sectors (OPS) and others not specified above.

Table 10 below presents the source of funds for the budget (US\$) while table 11 presents source of funds in Nigeria Naira. It is expected that governments [Federal, State and Local] will fund 51% of the total budget, non-governmental entities [development partners, organizations/establishments] 40% of the budget while the organized private sector and others are expected to fund 5% of the budget. Figure 7 presents these shares while figure 8 pictorially presents inflows of funds by Non-Governmental Agencies. And figure 9 presents budget expenditures by strategic objectives.

Table 11: In-flow of funds by sources. (Million USD (\$))

S/N	Sources of funds	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Governments +	82.929	103.147	105.3745	99.6325	90.167	481.25
	Federal Government	60.312	75.016	76.636	72.46	65.576	350
	State Governments	15.078	18.754	19.159	18.115	16.394	87.5
	Local Governments	7.539	9.377	9.5795	9.0575	8.197	43.75
2	Non- Governmental Entities	60.312	75.016	76.636	72.46	65.576	350
	Development Partners	55.7886	69.3898	70.8883	67.0255	60.6578	323.75
	Organisations/Establishments	4.5234	5.6262	5.7477	5.4345	4.9182	26.25
3	Organised Private Sectors, etc.	7.539	9.377	9.5795	9.0575	8.197	43.75
Grand Total (Million USD)		150.78	187.54	191.59	181.15	163.94	875

Note: += funding from government includes personnel emoluments and other cost of operations of Statistics Offices at Federal, State and LGA levels.

Table 12: Inflow of funds by sources, 2024-2028 [Million (N)]

S/N	Sources of funds	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Governments +	133,764	166,376	169,969	160,707	145,439	776,256
	Federal Government	97,283	121,001	123,614	116,878	105,774	564,550
	State Government	24,321	30,250	30,903	29,219	26,444	141,138
	Local Government	12,160	15,125	15,452	14,610	13,222	70,569
2	Non- Governmental	97,283	121,001	123,614	116,878	105,774	564,550
	Development Partners	89,987	111,926	114,343	108,112	97,841	522,209
	Organizations/Establishment	7,296	9,075	9,271	8,766	7,933	42,341
3	Organized Private Sectors, etc	12,160	15,125	15,452	14,610	13,222	70,569
Grand Total (Million ₦)		243,208	302,502	309,035	292,195	264,435	1,411,375

Note: += funding from government includes personnel emoluments and other cost of operations of Statistics Offices at Federal, States and LGAs.

Note: Central Bank of Nigeria (CBN) Official Exchange rate of ₦1,613/USD (\$) as @ 13th March, 2024

Figure 7: Sources of funding NSD III, 2024-2028

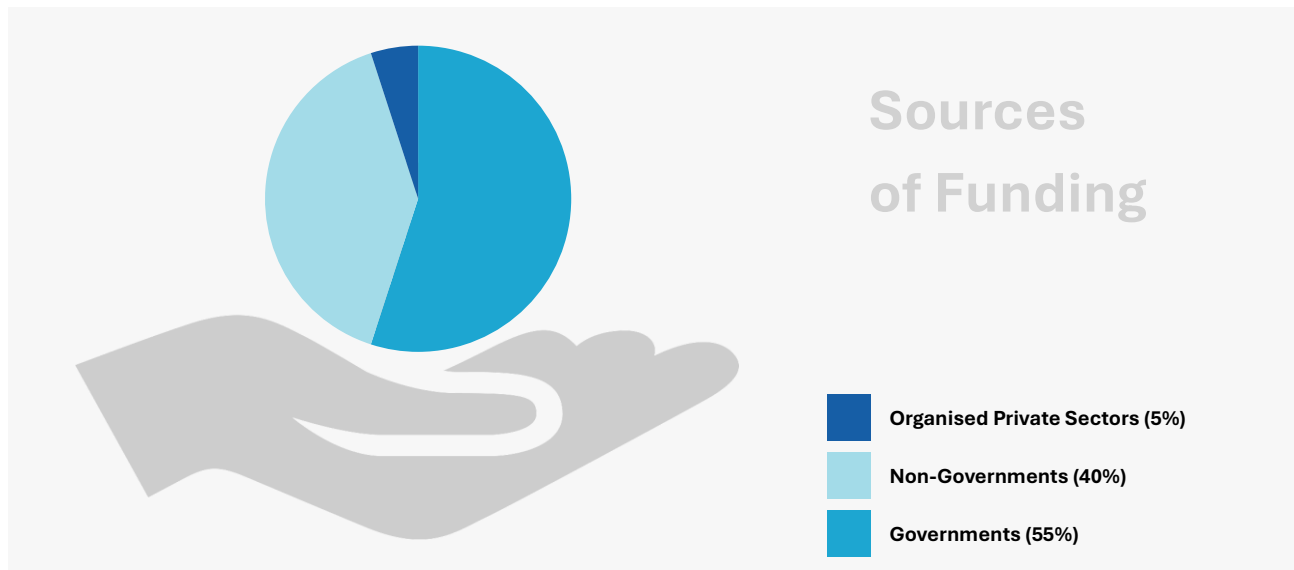


Figure 8: Inflows of Funds by Non-Governmental Agencies

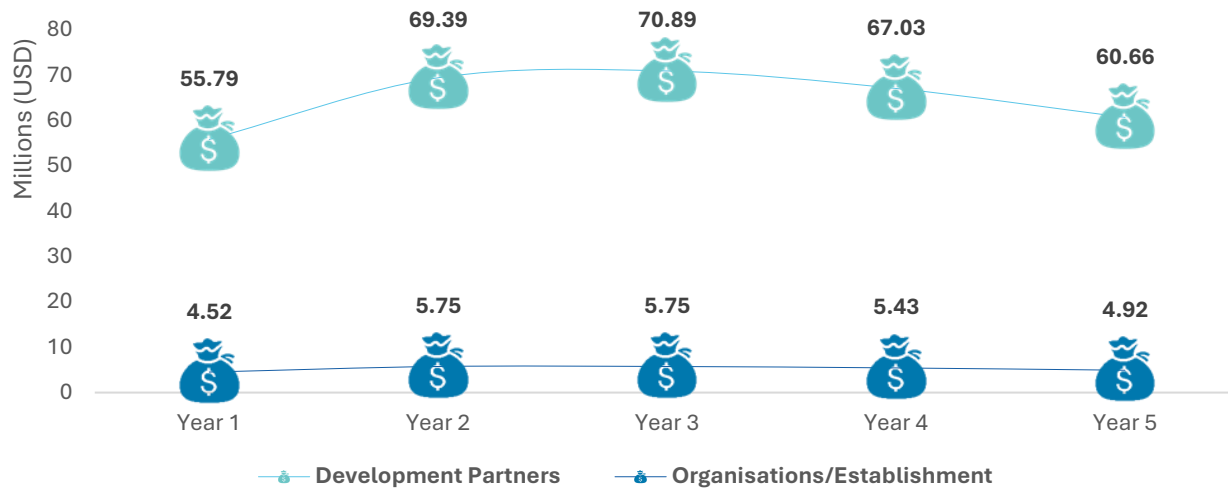


Figure 9: Expenditure Estimate by Broad Category of Items

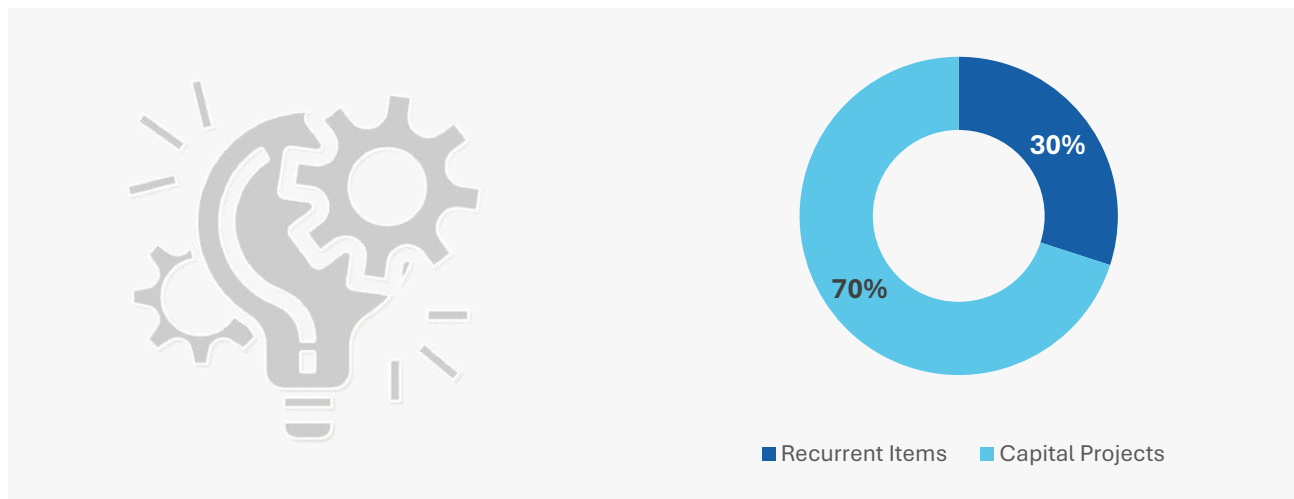


Figure 10: Budget expenditure by strategic objectives for the implementation of NSDS III

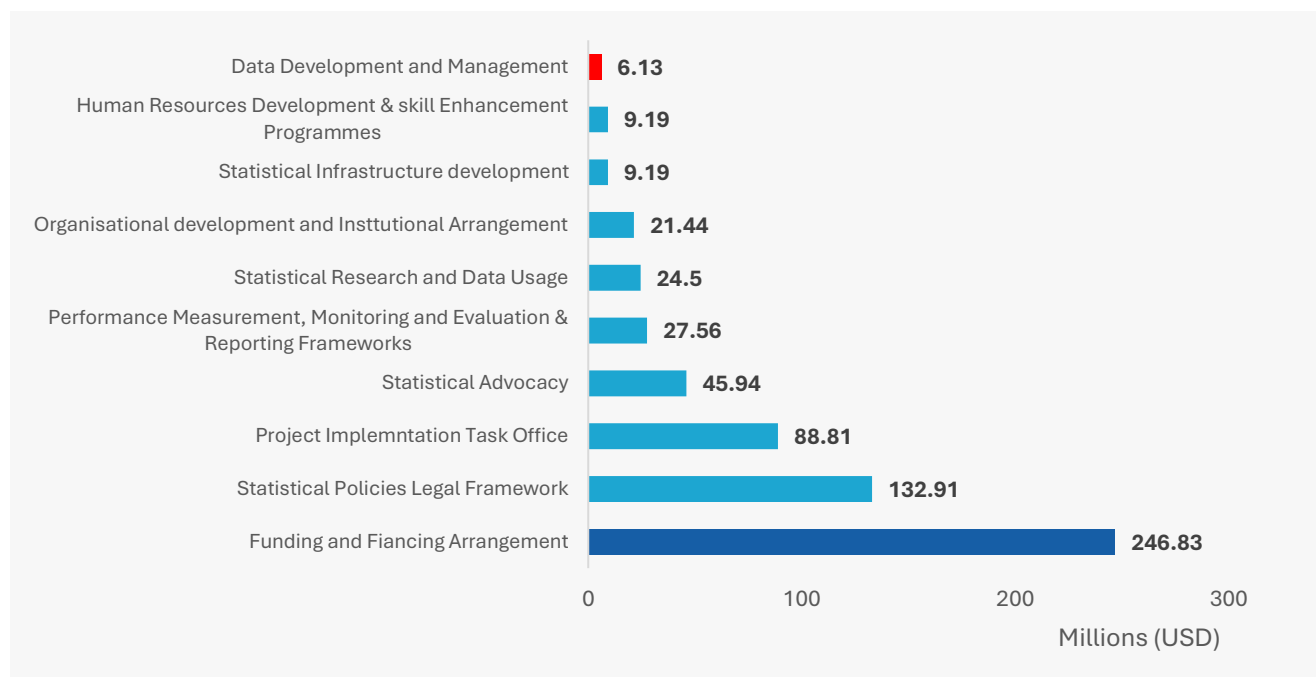


Figure 10 shows that data development and management takes the biggest share of the budget followed by statistical infrastructure and then human resources development and organizational development.



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ANNEXES

Annex I: Expenditure estimates

Annex 1: Table 1: Expenditure estimate by allocation, 2024-2028 [(A Million)]

S/N	Cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Personnel emoluments and charges	48,277	84,473	88,489	90,505	90,505	402,250
	Federal	28,966	50,684	53,094	54,303	54,303	241,350
	States	10,138	17,739	18,583	19,006	19,006	84,472
	LGAs	7,242	12,671	13,273	13,576	13,576	60,337
	Others *	1,931	3,379	3,540	3,620	3,620	16,090
2	Fees, Licences, Taxes, Levies, etc	3,807	4,016	4,452	4,452	4,436	21,163
	Federal	1,903	2,008	2,226	2,226	2,218	10,581
	States	952	1,004	1,113	1,113	1,109	5,291
	LGAs	761	803	890	890	887	4,233
	Others *	190	201	223	223	222	1,058
A. Sub-Total (Recurrent Items)		52,084	88,489	92,941	94,957	94,941	423,413
3	Statistical Advocacy	8,646	7,775	7,097	6,920	4,145	34,583
	Federal	6,052	5,442	4,968	4,844	2,902	24,208
	States	1,297	1,166	1,065	1,038	622	5,187
	LGAs	865	777	710	692	415	3,458
	Others *	432	389	355	346	207	1,729
4	Statistical Policies and Legal Framework	3,855	3,936	3,774	2,661	597	14,823
	Federal	3,277	3,345	3,208	2,262	507	12,600
	States	270	276	264	186	42	1,038
	LGAs	231	236	226	160	36	889
	Others *	77	79	75	53	12	296
5	Organizational Development and Institutional Arrangements	15,194	15,194	14,823	14,823	14,065	74,101
	Federal	12,156	12,156	11,859	11,859	11,252	59,281
	States	1,519	1,519	1,482	1,482	1,407	7,410
	LGAs	1,140	1,140	1,112	1,112	1,055	5,558
	Others *	380	380	371	371	352	1,853
6	Human Resource Development	30,792	32,228	31,518	25,792	22,921	143,251
	Federal	20,015	20,948	20,487	16,765	14,898	93,113
	States	4,619	4,834	4,728	3,869	3,438	21,488
	LGAs	3,695	3,867	3,782	3,095	2,750	17,190
	Others *	2,463	2,578	2,521	2,063	1,834	11,460
7	Statistical Infrastructure Development	42,874	46,100	46,100	42,874	36,438	214,384
	Federal	25,724	27,660	27,660	25,724	21,863	128,630
	States	8,575	9,220	9,220	8,575	7,288	42,877
	LGAs	6,431	6,915	6,915	6,431	5,466	32,158

S/N	Cost Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	Others *	2,144	2,305	2,305	2,144	1,822	10,719
8	Data Development and Management	71,666	85,602	89,586	81,618	69,665	398,137
	Federal	54,108	64,629	67,637	61,621	52,597	300,593
	States	7,525	8,988	9,407	8,570	7,315	41,804
	LGAs	6,450	7,704	8,063	7,346	6,270	35,832
	Others *	3,583	4,280	4,479	4,081	3,483	19,907
9	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	6,920	8,097	8,097	7,904	8,501	39,519
	Federal	6,228	7,288	7,288	7,113	7,650	35,567
	States	346	405	405	395	425	1,976
	LGAs	242	283	283	277	298	1,383
	Others *	104	121	121	119	128	593
10	Statistical Research and data Usage	6,000	10,001	10,001	9,565	8,888	44,454
	Federal	4,800	8,000	8,000	7,652	7,110	35,563
	States	720	1,200	1,200	1,148	1,067	5,335
	LGAs	240	400	400	383	356	1,778
	Others *	240	400	400	383	356	1,778
11	Funding and Financing Arrangements	1,984	1,968	1,984	1,968	1,984	9,888
	Federal	1,786	1,771	1,786	1,771	1,786	8,899
	States	99	98	99	98	99	494
	LGAs	79	79	79	79	79	396
	Others *	20	20	20	20	20	99
12	Project Implementation Task Office	3,194	3,113	3,113	3,113	2,290	14,823
	Federal	2,874	2,802	2,802	2,802	2,061	13,341
	States	160	156	156	156	115	741
	LGAs	128	125	125	125	92	593
	Others *	32	31	31	31	23	148
B. Sub-Total (Capital Projects)		191,124	214,013	216,094	197,238	169,494	987,963
Grand Total (A+B)		243,208	302,502	309,035	292,195	264,435	1,411,375

Note *≡ others includes Organized Private Sectors (OPS) and Non-Governmental Organisations (NGOs) not specified above.

Note: Central Bank of Nigeria (CBN) Official Exchange rate of ₦1,613/USD (\$) as @ 13th March, 2024

Annex 1: Table 2: Expenditure outline of major activities, 2024-2024 [Million USD (\$)]

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Statistical Advocacy	5.36	4.82	4.4	4.29	2.57	21.44
	1: Publicity	1.07	0.96	0.88	0.86	0.51	4.29
	2: Media Education	1.34	1.21	1.1	1.07	0.64	5.36
	3: Stakeholders Constructive Engagement	1.61	1.45	1.32	1.29	0.77	6.43
	4: Print Outdoor Materials Souvenirs and Gift Items	0.8	0.72	0.66	0.64	0.39	3.22
	5: Statistical Roadshows, Landmark Achievements, Exhibition and Expos	0.54	0.48	0.44	0.43	0.26	2.14
2	Statistical Policies and Legal Framework	2.39	2.44	2.34	1.65	0.37	9.19
	1: Amendment of 2007 Act	0.6	0.61	0.59	0.41	0.09	2.3
	2: Enactment of Statistics Edit at the Subnational levels	0.48	0.49	0.47	0.33	0.07	1.84
	3: Operationalize the Pooling of Statisticians	0.84	0.85	0.82	0.58	0.13	3.22
	4: Key Policy Development	0.48	0.49	0.47	0.33	0.07	1.84
3	Organizational Development and Institutional Arrangements	9.42	9.42	9.19	9.19	8.72	45.94
	1. Strengthening and Repositioning the National Statistical System (NSS)	2.36	2.36	2.3	2.3	2.18	11.49
	2. Statistics in Support of Nigeria Knowledge Economy	2.36	2.36	2.3	2.3	2.18	11.49
	3. Development of Modern State Statistical Bureau and LGA Statistical Offices; include Non-governmental Statistical Agencies in Nigeria.	2.83	2.83	2.76	2.76	2.62	13.78
	4. Development of State Consultative Committee on Statistics (SCCS)	1.88	1.88	1.84	1.84	1.74	9.19
4	Human Resource Development	19.09	19.98	19.54	15.99	14.21	88.81
	1: Upgrade the Federal School of Statistics to an Institution of Higher learning (Tertiary)	4.77	5	4.89	4	3.55	22.2
	2: Conduct Training Needs Assessments of the NSS/NBS	1.43	1.5	1.47	1.2	1.07	6.66
	3: Conduct Training, Skill Enhancement and Content Management Programmes.	5.15	5.39	5.28	4.32	3.84	23.98
	4: Promote Membership of Statistical Associations, Institutes, etc.	1.43	1.5	1.47	1.2	1.07	6.66
	5: Conduct customized short-term training programmes.	2.86	3	2.93	2.4	2.13	13.32
	6: Double down on Statistics Literacy in Nigeria (Catch-Them-Young) and Grass Roots Mobilization	3.44	3.6	3.52	2.88	2.56	15.99

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
5	Statistical Infrastructure Development	26.58	28.58	28.58	26.58	22.59	132.91
	1: Physical Statistical Infrastructure	3.99	4.29	4.29	3.99	3.39	19.94
	2: Information, Communication, Technology (ICT) Infrastructure	5.85	6.29	6.29	5.85	4.97	29.24
	3: National Integrated Survey of Households (NISH) Infrastructure	2.66	2.86	2.86	2.66	2.26	13.29
	4: National Integrated Survey of Establishments (NISE) Infrastructure	10.63	11.43	11.43	10.63	9.04	53.16
	5: System of Administrative Statistics (SAS) Statistical Infrastructure Development.	1.99	2.14	2.14	1.99	1.69	9.97
	6: Development of National Data Infrastructure Strategy for the National Statistical System (NSS).	1.46	1.57	1.57	1.46	1.24	7.31
6	Data Development and Management	44.43	53.07	55.54	50.6	43.19	246.83
	Mandatory Macro-Economic Data Production						
	1: National Accounts Statistics	2	2.39	2.5	2.28	1.94	11.11
	2: Prices	1.56	1.86	1.94	1.77	1.51	8.64
	3: Foreign Trade	1.56	1.86	1.94	1.77	1.51	8.64
	4: Labour Force Statistics	1.56	1.86	1.94	1.77	1.51	8.64
	Industrial Sector Statistics Production						
	5: Agriculture	6.89	8.23	8.61	7.84	6.69	38.26
	6: Mining and Quarrying	2.89	3.45	3.61	3.29	2.81	16.04
	7: Manufacturing	5.55	6.63	6.94	6.33	5.4	30.85
	8: Construction and Building	2.44	2.92	3.05	2.78	2.38	13.58
	9: Utilities Statistics	2.22	2.65	2.78	2.53	2.16	12.34
	SERVICES SECTOR STATISTICS						
	10: Trade: Domestic and Distributive Trade	2	2.39	2.5	2.28	1.94	11.11
	11: Hotels and Restaurants	1.38	1.65	1.72	1.57	1.34	7.65
	12: Transportation and Storage Statistics.	1.42	1.7	1.78	1.62	1.38	7.9
	13: Information and Communication Statistics.	1.6	1.91	2	1.82	1.55	8.89
	14: Estate Development and Management Statistics	1.47	1.75	1.83	1.67	1.43	8.15
	15: Professional, Scientific, Technological and Information Services Statistics	1.51	1.8	1.89	1.72	1.47	8.39
	15: Finance, Insurance and Stock Market Statistics.	1.11	1.33	1.39	1.27	1.08	6.17
	16: Statistics of Public Administration.	1.51	1.8	1.89	1.72	1.47	8.39
	17: Education Services Statistics	2.22	2.65	2.78	2.53	2.16	12.34

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	18: Statistics of Human Health and Social Services	2.22	2.65	2.78	2.53	2.16	12.34
	19: Other Services and Incidence Statistics	1.33	1.59	1.67	1.52	1.3	7.4
7	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	4.29	5.02	5.02	4.9	5.27	24.5
	1: Develop and Standardize Statistical Tools, Templates, Systems and Procedures for Monitoring and Evaluation (MandE)	0.32	0.38	0.38	0.37	0.4	1.84
	2: Conduct Statistical Specific MandE Exercises	3.54	4.14	4.14	4.04	4.35	20.21
8	Statistical Research and Data Usage	3.72	6.2	6.2	5.93	5.51	27.56
	1: Research Methodologies in Data	0.74	1.24	1.24	1.19	1.1	5.51
	2: Statistical Research for Establishment/ Determining Measures	2.05	3.41	3.41	3.26	3.03	15.16
	3: Data Application and Usage	0.93	1.55	1.55	1.48	1.38	6.89
9	Funding and Financing Arrangement	1.23	1.22	1.23	1.22	1.23	6.13
	1: Funding Activities	0.74	0.73	0.74	0.73	0.74	3.68
	2: Financing Activities	0.49	0.49	0.49	0.49	0.49	2.45
10	Project Implementation Task Office	1.98	1.93	1.93	1.93	1.42	9.19
TOTAL		118.49	132.68	133.97	122.28	105.08	612.5

Annex 1: Table 3: Expenditure outline of major activities, 2024-2024 [(A Million)]

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Statistical Advocacy	8,646	7,775	7,097	6,920	4,145	34,583
	1: Publicity	1,729	1,555	1,419	1,384	829	6,917
	2: Media Education	2,161	1,944	1,774	1,730	1,036	8,646
	3: Stakeholders Constructive Engagement	2,597	2,339	2,129	2,081	1,242	10,372
	4: Print Outdoor Materials Souvenirs and Gift Items	1,297	1,166	1,065	1,038	622	5,187
	5: Statistical Roadshows, Landmark Achievements, Exhibition and Expos	865	777	710	692	415	3,458
2	Statistical Policies and Legal Framework	3,855	3,936	3,774	2,661	597	14,823
	1: Amendment of 2007 Act	964	984	944	665	149	3,706
	2: Enactment of Statistics Edit at the Subnational levels	771	787	755	532	119	2,965
	3: Operationalize the Pooling of Statisticians	1,349	1,378	1,321	932	209	5,188
	4: Key Policy Development	771	787	755	532	119	2,965
3	Organizational Development and Institutional Arrangements	15,194	15,194	14,823	14,823	14,065	74,101
	1. Strengthening and Repositioning the National Statistical System (NSS)	3,799	3,799	3,706	3,706	3,516	18,525
	2. Statistics in Support of Nigeria Knowledge Economy	3,799	3,799	3,706	3,706	3,516	18,525
	3. Development of Modern State Statistical Bureau and LGA Statistical Offices; include Non-governmental Statistical Agencies in Nigeria.	4,558	4,558	4,447	4,447	4,220	22,230
	4. Development of State Consultative Committee on Statistics (SCCS)	3,039	3,039	2,965	2,965	2,813	14,820
4	Human Resource Development	30,792	32,228	31,518	25,792	22,921	143,251
	1: Upgrade the Federal School of Statistics to an Institution of Higher learning (Tertiary)	7,698	8,057	7,880	6,448	5,730	35,813
	2: Conduct Training Needs Assessments of the NSS/NBS Emerging	2,309	2,417	2,364	1,934	1,719	10,744
	3: Conduct Training, Skill Enhancement and Content Management Programmes.	8,314	8,701	8,510	6,964	6,189	38,678
	4: Promote Membership of Statistical Associations, Institutes, etc.	2,309	2,417	2,364	1,934	1,719	10,744

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	5: Conduct customized short-term training programmes.	4,619	4,834	4,728	3,869	3,438	21,488
	6: Double Down on Statistics Literacy in Nigeria (Catch-Them-Young) and Grass Roots Mobilization	5,543	5,801	5,673	4,643	4,126	25,785
5	Statistical Infrastructure Development	42,874	46,100	46,100	42,874	36,438	214,384
	1: Physical Statistical Infrastructure	6,431	6,915	6,915	6,431	5,466	32,158
	2: Information, Communication, Technology (ICT) Infrastructure	9,432	10,142	10,142	9,432	8,016	47,164
	3: National Integrated Survey of Households (NISH) Infrastructure	4,287	4,610	4,610	4,287	3,644	21,438
	4: National Integrated Survey of Establishments (NISE) Infrastructure	17,149	18,440	18,440	17,149	14,575	85,754
	5: System of Administrative Statistics (SAS) Statistical Infrastructure Development.	3,216	3,457	3,457	3,216	2,733	16,079
	6: Development of National Data Infrastructure Strategy for the National Statistical System (NSS).	2,358	2,535	2,535	2,358	2,004	11,791
6	Data Development and Management	71,666	85,602	89,586	81,618	69,665	398,137
	Mandatory Macro-Economic Data Production						
	1: National Accounts Statistics	3,225	3,852	4,031	3,673	3,135	17,916
	2: Prices	2,508	2,996	3,136	2,857	2,438	13,935
	3: Foreign Trade	2,508	2,996	3,136	2,857	2,438	13,935
	4: Labour Force Statistics	2,508	2,996	3,136	2,857	2,438	13,935
	Industrial Sector Statistics Production						
	5: Agriculture	11,108	13,268	13,886	12,651	10,798	61,711
	6: Mining and Quarrying	4,658	5,564	5,823	5,305	4,528	25,879
	7: Manufacturing	8,958	10,700	11,198	10,202	8,708	49,767
	8: Construction and Building	3,942	4,708	4,927	4,489	3,832	21,898
	9: Utilities Statistics	3,583	4,280	4,479	4,081	3,483	19,907
	Services Sector Statistics	-	-	-	-	-	-
	10: Trade: Domestic and Distributive Trade	3,225	3,852	4,031	3,673	3,135	17,916
	11: Hotels and Restaurants	2,222	2,654	2,777	2,530	2,160	12,342

S/N	Description of Major Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	12: Transportation and Storage Statistics.	2,293	2,739	2,867	2,612	2,229	12,740
	13: Information and Communication Statistics.	2,580	3,082	3,225	2,938	2,508	14,333
	14: Estate Development and Management Statistics	2,365	2,825	2,956	2,693	2,299	13,139
	15: Professional, Scientific, Technological and Information Services Statistics	2,437	2,910	3,046	2,775	2,369	13,537
	15: Finance, Insurance and Stock Market Statistics.	1,792	2,140	2,240	2,040	1,742	9,953
	16: Statistics of Public Administration.	2,437	2,910	3,046	2,775	2,369	13,537
	17: Education Services Statistics	3,583	4,280	4,479	4,081	3,483	19,907
	18: Statistics of Human Health and Social Services	3,583	4,280	4,479	4,081	3,483	19,907
	19: Other Services and Incidence Statistics	2,150	2,568	2,688	2,449	2,090	11,944
7	Performance Measurement, Monitoring, Evaluation and Reporting Frameworks	6,920	8,097	8,097	7,904	8,501	39,519
	1: Develop and Standardize Statistical Tools, Templates, Systems and Procedures for Monitoring and Evaluation (MandE)	519	607	607	593	638	2,964
	2: Conduct Statistical Specific MandE Exercises	5,709	6,680	6,680	6,521	7,013	32,603
8	Statistical Research and Data Usage	6,000	10,001	10,001	9,565	8,888	44,454
	1: Research Methodologies in Data	1,200	2,000	2,000	1,913	1,778	8,891
	2: Statistical Research for Establishment/ Determining Measures	3,300	5,500	5,500	5,261	4,888	24,450
	3: Data Application and Usage	1,500	2,500	2,500	2,391	2,222	11,114
9	Funding and Financing Arrangement	1,984	1,968	1,984	1,968	1,984	9,888
	1: Funding Activities	1,190	1,181	1,190	1,181	1,190	5,933
	2: Financing Activities	794	787	794	787	794	3,955
10	Project Implementation Task Office	3,194	3,113	3,113	3,113	2,290	14,823
TOTAL		191,124	214,013	216,094	197,238	169,494	987,963

Note: Central Bank of Nigeria (CBN) Official Exchange rate of ₦1,613/USD (\$) as @ 13th March, 2024

Annex II: Programme of surveys, censuses and related statistical activities

Annex 2: Table 1

S/No	Survey/Census Name	Frequency	Lead Agency	Resource Requirements (USD Million)					Total
				2024	2025	2026	2027	2028	
1	Compilation of National Statistical Directories Under NISH	Continuous/Annual Update	NBS/NPoPC/LGA/MDAs	2.66	2.86	2.86	2.66	2.26	13.3
2	Compilation of National Statistical Directories Under NISE	Continuous/Annual Update	NBS/SSB/LGA/MDAs	10.63	11.43	11.43	10.63	9.04	53.16
3	Compilation of National Statistical Directories Under SAS	Continuous/Annual Update	NBS/SSB/LGA/MDAs	1.99	2.14	2.14	1.99	1.69	9.95
4	Development of National Data Infrastructure Strategy for the National Statistical System (NSS)	Continuous/Annual Update	NBS/SSB/MDAs	1.46	1.57	1.57	1.46	1.24	7.3
5	Nigerian Labour Force Survey (NLFS)	Quarterly	NBS	1.56	1.86	1.94	1.77	1.51	8.64
6	Nigerian Living Standard Survey (NLSS)	5 years	NBS					13.822	13.8224
7	Multi-dimensional Poverty Survey	2 years	NBS/SBS			10.367			10.3668
8	Agricultural Survey	Annual	NBS/FMAandFS	1.866	2.229	2.3328	2.1252	1.8138	10.3668
9	Prices survey (CPI)	Monthly	NBS	1.76	2.06	2.14	1.97	1.71	9.64
10	National Business Sample Census (NBSC)	5-year	NBS/FM of Trade and Investment			10.503			10.5029
11	Quarterly and Annual GDP	Quarterly/Annual	NBS	1.244	1.486	1.5552	1.4168	1.2092	6.9112
12	Multiple Indicator Cluster Survey (MICS)	5-year	NBS/SBS		8.639				8.639
13	General Household Survey (GHS/PANEL)	2-year	NBS			8.5946		3.6834	12.278
14	National Survey on Health of Nigerians	2-year	NBS/FMH		3.1104		3.80116		6.91156
15	Trade Statistics (Include Trade in Service)	Annual	NBS/NCS	1.555	1.8575	1.944	1.771	1.5115	8.639
16	Informal Sector Surveys (Small and Medium Enterprise)	Annual	NBS/SBS/LGAs		3.041	2.1664	2.0626	1.9069	9.1769
17	Survey on Impact of Scientific Research and Innovation	Annual	NBS/FMIST		2.3743	1.7776	1.6084	1.7046	7.4649
18	Incidence Surveys and Administrative Data Compilation of Internally-Displaced Person (IDP)	Adhoc	NBS/SBS	1.089	1.3003	1.3608	1.2397	1.0581	6.0473

S/No	Survey/Census Name	Frequency	Lead Agency	Resource Requirements (USD Million)					Total
				2024	2025	2026	2027	2028	
19	Statistical Survey of manufacturing activities in Nigeria	Annual	NBS		3.4125	1.944	1.771	1.5115	8.639
20	Annual Market Surveys	Annual	NBS/SBS/LGA		2.0475	1.1664	1.0626	0.9069	5.1834
21	Survey of Roads, Rail lines, pipelines, Silos and Warehouse, Abattoirs and Cemeteries	Annual	NBS/SBS/LGAs	0.311	0.3715	0.3888	0.3542	0.3023	1.7278
22	Survey of Households and Establishments on Energy utilization, power consumption and access	Annual	NBS/FMP	0.778	0.9288	0.972	0.8855	0.7558	4.3195
23	Environmental Statistics Survey	Annual	NBS/FM Environment	1.244	1.486	1.5552	1.4168	1.2092	6.9112
24	Blue Economy Statistics Survey	Annual	NBS/FMBE	0.933	1.1145	1.1664	1.0626	0.9069	5.1834
25	Digital Economy Statistics Survey	Annual	NBS/FMDE	3.732	2.2017	2.2226	1.9954	1.8726	12.0243
26	Others	Ad hoc	NBS		3.61	3.511	2.776	2.697	12.594
Total				32.81	61.13	75.608	45.829	54.322	269.699

Annex III: Scores on different dimensions of the DQAF

Annex 3: Table 1: Prerequisites of data quality

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Legal and Institutional Environment — <i>The environment is supportive of statistics</i>	i	70	40	4.5	2.5
		ii				
		iii				
		iv				
2	Resources — <i>Resources are commensurate with needs of statistical program</i>	i	63	45	7	5
		ii				
3	Relevance — <i>Statistics cover relevant information on the subject field</i>	i	80	39	10	5
4	Other quality management — <i>Quality is a cornerstone of statistical work</i>	i	77	47	6	4
		ii				
		iii				
\bar{X}; on the average			72.5	42.75	7	4
Overall NSDS III, 2024-2028 enhancement of NSS			83.5	53.75		

Annex 3: Table 2: Assurance of data integrity

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Professionalism — <i>statistical policies and practices are guided by professional principles.</i>	i Statistics are produced on an impartial basis	90	77	4	3
		ii Choices of sources and statistical techniques as well as decisions about dissemination are informed solely by statistical considerations				
		iii The appropriate statistical entity is entitled to comment on erroneous interpretation and misuse of statistics				
2	Transparency — <i>Statistical policies and practices are transparent.</i>	i The terms and condition under which statistics are collected, processed, and disseminated are available to the public.	70	50	9	6
		ii Internal governmental access to statistics prior to their release is publicly identified.				
		iii Products of statistical agencies/units are clearly identified as such.				
		iv Advance notice is given of major changes in methodology, Source data, and statistical techniques.				
3	Ethical Standards — <i>Policies and practices are guided by ethical standards</i>	i Guidelines for staff behavior are in place and well known to the staff.	90	70	6	4
\bar{X}; on the average			83.3	65.7	6	4.7
Overall NSDS III,2024-2028 enhancement of NSS			94	76.4		

Annex 3: Table 3: Data methodological soundness

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Concepts and Definitions – <i>Concepts and definitions used are in accord with internationally accepted statistical frameworks.</i>	i The overall structure in terms of concepts and definitions follows internationally accepted standards, guidelines or good practices.	80	65	6	4
2	Scope – <i>the scope is in accord with internationally approved standards, guidelines or good practices.</i>	i The scope is broadly consistent with internationally approved standards, guidelines or good practices.	85	70	4	3.5
3	Classification/ Sectorization – <i>Classification and sectorization systems are in accord with internationally accepted standards, guidelines or good practices</i>	i Classification and sectorization systems used are broadly consistent with internationally approved standards, guidelines or good practices	90	75	2.7	2.3
4	Basis for recording – <i>Flows and stocks are valued and recorded according to internationally accepted standards, guidelines or good practices</i>	i Market prices are used to value flows and stocks. ii Recording is done on an accrual basis. iii Grossing/netting procedures are broadly consistent with internationally approved standards, guidelines or good practices.	80	75	4	4
\bar{X}; on the average			83.75	71.25	4.12	3.51
Overall NSDS III,2024-2028 enhancement of NSS			91.38	78.88		

Annex 3: Table 4: Data accuracy and reliability

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Source data – source data available provide an adequate basis to compile statistics.	i Source data are obtained from comprehensive data collection programs that take into account country-specific conditions	72	50	6	5
		ii Source data reasonably approximate the definitions, scope, classifications, valuation and time recording required.				
		iii Source data are timely.				
2	Assessment of source data -- source data are regularly assessed.	i Source data – Including Censuses, sample surveys and administrative records – are routinely assessed, e.g., for coverage, sample error, response error and non-sampling error; the results of the assessment are monitored and made available to guide statistical processes.	70	45	7	5
3	Statistical techniques – Statistical techniques employed conform to sound statistical procedures.	i Data compilation employs sound statistical techniques to deal with data sources	65	45	9	6
		ii Other statistical procedures (e.g., data adjustments and transformations, and statistical analysis) employ sound statistical techniques.				
4	Assessment and validation of intermediate data and statistical outputs – Intermediate results and statistical outputs are regularly assessed and validated	i Intermediate results are validated against other information where applicable.	70	50	8	6
		ii Statistical discrepancies in intermediate data are assessed and investigated.				
		iii Statistical discrepancies and other potential indicators or problems in statistical outputs are investigated.				
5	Revision studies – Revisions, as a gauge of reliability are tracked and mined for the information, they may provide.	i Studies and analyses of revisions are carried out routinely and used internally to inform statistical processes (see also 4.3.3)	85	55	5	3
\bar{X}; on the average			72.4	49	7	5
Overall NSDS III, 2024-2028 enhancement of NSS			84.4	61		

Annex 3: Table 5: Data Serviceability

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Data accessibility – <i>Statistics are presented in a clear and understandable manner, forms of dissemination are adequate, and statistics are made available on an impartial basis.</i>	i				
		ii				
		iii	80	40	8	4
		iv				
		v				
2	Metadata accessibility – up-to-date and pertinent metadata are made available	i	75	45	6	4
		ii				
3	Assistance to users – <i>Prompt and knowledgeable support service is available.</i>	i				
		ii	80	40	10	5
\bar{X}; on the average			78.3	41.7	8.03	4.27
Overall NSDS III, 2024-2028 enhancement of NSS			90.6	54		

Annex 3: Table 6: Data accessibility

S/N	Elements	Indicators	Score (%)		Impact of NSDS III 2024-2028	
			NBS	Others* in NSS	NBS	Others* in NSS
1	Data accessibility – <i>Statistics are presented in a clear and understandable manner, forms of dissemination are adequate, and statistics are made available on an impartial basis.</i>	i				
		ii				
		iii	80	40	8	4
		iv				
		v				
2	Metadata accessibility – <i>up-to-date and pertinent metadata are made available</i>	i	75	45	6	4
		ii				
3	Assistance to users – <i>Prompt and knowledgeable support service is available.</i>	i				
		ii	80	40	10	5
X̄; on the average			78.3	41.7	8.03	4.27
Overall NSDS III, 2024-2028 enhancement of NSS			90.6	54		

Annex 4: Gantt charts of major statistical activities

Annex 4: Table 1: Statistical Advocacy

Major activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Publicity																					
2: Media Education	■			■	■			■	■			■	■			■	■				
3: Stakeholders Constructive Engagement		■	■	■	■		■		■		■		■		■		■		■		
4: Print Outdoor Materials Souvenirs and Gift Items	■			■	■			■	■			■	■			■	■				■
5: Statistical Roadshows, Landmark Achievements, Exhibition and Expos	■			■	■			■	■			■	■			■	■				■

Annex 4: Table 2: Statistical Policies and Legal Framework

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Amendment of 2007 Act		█																			
2: Enactment of Statistics Edit		█																			
3: Operationalize Pooling Statisticians				█																	
4: Key Policy Development		█				█				█				█						█	

Annex 4: Table 3: Institutional and Organizational Arrangements

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Strengthening and Repositioning the National Statistical System (NSS)				■	■	■	■	■													
2. Statistics in Support of Nigeria Knowledge Economy				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3. Development of Modern State Statistical Bureau and LGA Statistical Offices; include Non-governmental Statistical Agencies in Nigeria.						■	■	■	■	■	■	■	■	■	■						
4. Development of State Consultative Committee on Statistics (SCCS)			■	■	■	■															

Annex 4: Table 4: Human Resource Development

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Upgrade the Federal School of Statistics					█	█	█	█	█	█	█	█	█								
2: Conduct Training Needs Assessments of the NSS/NBS Emerging			█	█	█	█	█														
3: Training, Skill Enhancement and Content Management Programmes.				█	█			█	█			█	█			█	█				█
4: Membership of Statistical Associations, Institutes, etc.			█	█			█	█			█	█			█	█				█	█
5: customized short-term training programmes.		█	█		█	█		█	█		█	█		█	█		█	█		█	█
6: Double Down on Statistics Literacy in Nigeria (Catch-Them-Young) and Grass Roots Mobilization				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Annex 4: Table 5: Statistical Infrastructure Development

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Physical Statistical Infrastructure																					
2: Information, Communication, Technology (ICT) Infrastructure (including establishment of Data Innovation Lab.)																					
3: National Integrated Survey of Households (NISH) Infrastructure																					
4: National Integrated Survey of Establishments (NISE) Infrastructure																					
5: System of Administrative Statistics (SAS) Statistical Infrastructure Development.																					
6: Development of National Data Infrastructure Strategy for the NSS																					

Annex 4: Table 6: Data Development and Management

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Mandatory Macro-Economic Data Production																					
1: National Accounts Statistics																					
2: Prices																					
3: Foreign Trade																					
4: Labour Force Statistics																					
Industrial Sector Statistics Production																					
5: Agriculture																					
6: Mining and Quarrying																					
7: Manufacturing																					
8: Construction and Building																					
9: Utilities Statistics																					
Services Sector Statistics																					
10: Trade: Domestic & Distributive Trade																					
11: Hotels and Restaurants																					
12: Transportation and Storage Statistics.																					
13: Information and Communication Statistics.																					

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
14: Estate Development & Management Statistics																					
15: Professional, Scientific, Technological & Information Services Statistics																					
15: Finance, Insurance and Stock Market Statistics.																					
16: Statistics of Public Administration.																					
17: Education Services Statistics																					
18: Statistics of Human Health and Social Services																					
19: Other Services and Incidence Statistics																					

Annex 4: Table 7: Performance Measurement, Monitoring, Evaluation & Reporting Frameworks

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5							
		2024				2025				2026				2027				2028							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1: Develop and Standardize Statistical Tools, Templates, Systems and Procedures for Monitoring and Evaluation (M&E)		█									█					█					█				
2: Conduct Statistical Specific M&E Exercises					█		█				█				█				█				█		

Annex 4: Table 8: Statistical Research and Data Usage

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5					
		2024				2025				2026				2027				2028					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1: Research Methodologies in Data				█						█						█							
2: Statistical Research for Establishment/ Determining Measures				█																			
3: Data Application and Usage	█				█				█				█				█				█		

Annex 4: Table 9: Funding and Financing

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1: Funding Activities																					
2: Financing Activities																					

Annex 4: Table 10: Project Management Office

Major Activities	Year Zero	Project Year 1				Project Year 2				Project Year 3				Project Year 4				Project Year 5			
		2024				2025				2026				2027				2028			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Coordination of NSDS Implementation and Management of the Task Team Secretariat																					

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2024