

Republic of Rwanda  
Unity – Labour – Patriotism



Ministry of Finance and Economic Planning  
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**STRATEGIC PLAN FOR THE DEVELOPMENT  
OF NATIONAL STATISTICS SYSTEM  
2003-2007**

Kigali  
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## Abbreviations and Acronyms

<b>ACR</b>	Association of Rwanda Consumers
<b>AFRISTAT</b>	Sub-Saharan Africa Economic and Statistic Observatory
<b>ADB</b>	African Development Bank
<b>BNR</b>	National Bank of Rwanda
<b>BTP</b>	Building and Public Works
<b>CASD</b>	Coordination Committee for Statistical Development in Africa
<b>CCA</b>	Common Country Assessment
<b>CDC</b>	Community Development Committee (set up in the framework of Sustainable Community Development by the Ministry of Local Administration and Social Affairs).
<b>ECA</b>	Economic Commission for Africa
<b>CEPEX</b>	Central Projects and External Finance Bureau
<b>CLADHO</b>	Collective of Leagues and Associations for the Defence of Human Rights
<b>CODI</b>	Committee for the Development of Information
<b>NCS</b>	National Council of Statistics
<b>CSP</b>	Committee for Statistical Programmes
<b>CSR</b>	Rwanda Social Security Fund
<b>CSRD-AE (SRDC-EA)</b>	Sub-Regional Centre for Development – Eastern Africa
<b>CSS</b>	Higher Council of Statistics
<b>DFID</b>	Department For International Development (United Kingdom Agency for International Development)

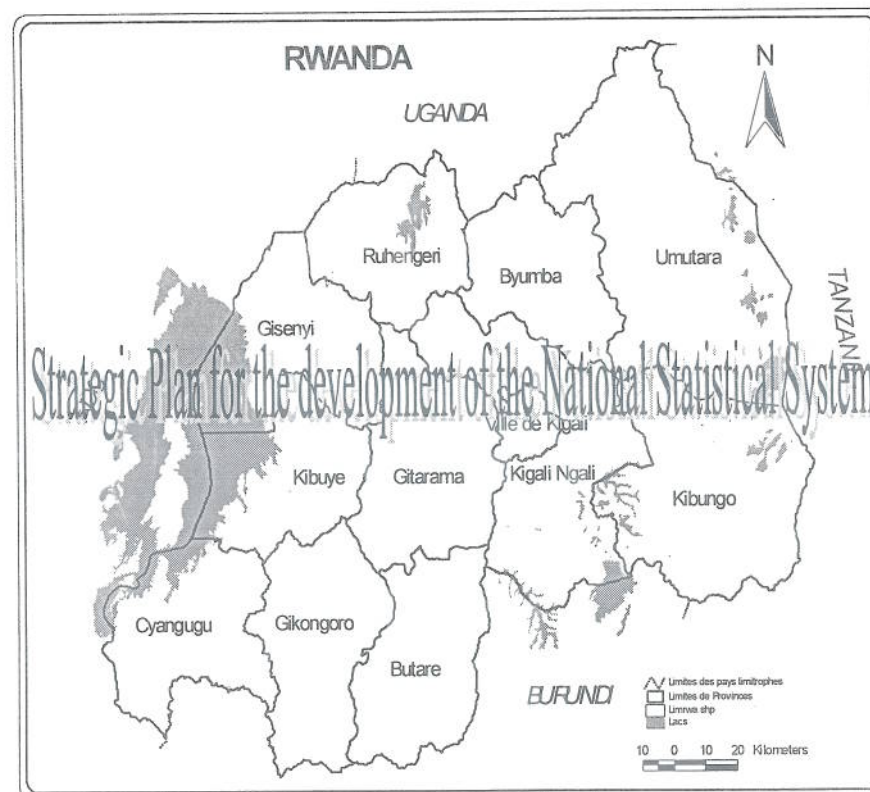
<b>DISA</b>	Agriculture Statistics Division (Ministry of Agriculture)
<b>HLCS</b>	Households Living Conditions Survey
<b>ERETES</b>	Equilibrium Resources – Employment: Inputs – Outputs Table
<b>EUROSTAT</b>	Statistical Office of the European Union
<b>EUROTRACE</b>	European Software for Foreign Trade Automated Processing
<b>FAO</b>	Food and Agricultural Organisation of the United Nations
<b>IMF</b>	International Monetary Fund
<b>FNUAP</b>	United Nations Fund for Population
<b>RPSF</b>	Rwandan Private Sector Federation
<b>IAMSEA</b>	African and Mauritius Institute of Statistics and Applied Economics
<b>ISE</b>	Engineer in Statistics and Economics
<b>ISFP</b>	Higher Institute of Public Finance
<b>ITS</b>	Engineer in Statistical Works
<b>IWACU</b>	Centre IWACU (Kabusunzu)
<b>HRSSDC</b>	Project for Regional Harmonisation of Custom and Commercial Statistics (COMESA Project)
<b>KIST</b>	Kigali Institute of Sciences, Technology and Management
<b>MIGEPROFE</b>	Ministry of Gender and Women in Development
<b>MIJESPOC</b>	Ministry of Youth, Culture and Sports
<b>MINAGRI</b>	Ministry of Agriculture, Animal Husbandry, Forestry and Rural Development
<b>MINALOC</b>	Ministry of Local Administration
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MINEDUC</b>	Ministry of Education

<b>MINICOM</b>	Ministry of Commerce, Industry and Tourism
<b>MINIJUST</b>	Ministry of Justice
<b>MININTER</b>	Ministry of Internal Affairs
<b>MINISANTE</b>	Ministry of Health
<b>MINITERRE</b>	Ministry of Lands, Resettlement and Promotion of Environment
<b>MINITRACO</b>	Ministry of Public Works, Transports and Telecommunications
<b>WHO</b>	World Health Organisation
<b>ONAPO</b>	National Office for Population
<b>ONP</b>	National Office of Posts
<b>NGO</b>	Non-Government Organisations
<b>RIPA</b>	Rwanda Investment Promotion Agency
<b>ORTPN</b>	Rwanda Agency for Tourism and National Parks
<b>PAAA</b>	Addis-Ababa Plan of Action for Development of Statistics in Africa in 90's
<b>PARIS21</b>	Partnership in Statistics in the 21st Century
<b>GDP</b>	Gross Domestic Product
<b>NPRP</b>	National Programme for Poverty Reduction
<b>UNDP</b>	United Nations Development Programme
<b>PRSP</b>	Poverty Reduction Strategic Paper
<b>SEMINEDUC</b>	State Secretariat of Education
<b>SEMINAGRI</b>	State Secretariat of Agriculture, Animal Husbandry and Forestry
<b>SEMINECOFIN</b>	State Secretariat of Finance and Economic Planning
<b>SEMINITERRE</b>	State Secretariat of Lands, Resettlement and Promotion of Environment
<b>SIAR</b>	Food Security Information System and Quick Alert
<b>SNR</b>	National Census Service



SCN 1993  
SGDD  
GIS  
HIS  
NSS  
SYDONIA  
TEE  
TOFE  
  
ULK  
UNDAF  
  
UNESCO  
  
UNICEF  
UNR (NUR)  
USAID

National Accounting System, 1993 version  
General System for Data Dissemination  
Geographic Information System  
Health Information System  
National Statistical System  
Automated Custom System  
Global Economic Table  
State (Government) Financial Operations  
Table  
Kigali Free University  
United Nations Development Assistance  
Framework  
United Nations Education and Culture  
Organisation  
United Nations Fund for Children  
National University of Rwanda  
United States Agency for International  
Development





## **Part One**

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### **Executive Summary of the situation**

## A. Executive Summary of the situation

### I. Introduction

The Addis-Ababa Plan of Action for the Development of Statistics in 1990's had been elaborated under the aegis of the United Nations Commission for Africa (ECA) in order to help countries to find a solution to the weaknesses noted in African statistical systems.

Since then, the resumption to the agenda of development pertaining to issues of inequalities, and more recently, the new conditions for access to concessional resources from Bretton Woods Institutions requiring countries to elaborate Poverty Reduction Strategies, the conferences of Nations of the 1990s and the Africa's own economic agenda conveyed through the "New Partnership for Africa Development" (NEPAD), whose components include regional cooperation and integration as well as the development of democratic institution, have generated a new demand of statistics, which most of African countries in particular can not meet, if account is taken of the situation of their statistical systems.

Responding to this situation, the international community has launched initiatives aimed at capacity strengthening in the matters of statistics, particularly in the developing countries. The consensus lies on some principles, one of which is the sustainability of actions to be carried out in that field. For that purpose, it has been planned the elaboration of plans for the development statistics, which have been given different names depending on countries. Thus, the Ivory Coast and Mauritania endowed themselves with Statistical Development Plans (SDS), while other countries members of Sub-Saharan African Economic and Statistic *Observatory* (AFRISTAT) have the Common Minimum Statistic Programme (PROSMIC) as reference framework for strengthening their

statistical systems, and other countries could rather choose the designing of an *Organized* Information System (OIS).

Those reference-frameworks of statistics development are based on the principles of quality management as formulated in the OIS 1900-2000 series, which, in many aspects, coincide with public statistics fundamental principles as, adopted by United Nations Statistics Commission and other UN institutions. Thus, those steps privilege first the users of statistics outputs, the necessity of basing the formulations of policies and follow-up and assessment of policies and programmes based on facts, the leadership, involvement of performers, continuous improvement, etc.

The 1994 tragic events that our country has experienced have destroyed the economic and social fabric in conditions and extent, which need to be assessed so as to rationalise the rehabilitation and socio-economic development policies. This is done through the revival of statistics production system at national level and instauration of an efficient dialogue among producers and users of statistical data. The present process of designing the strategic plan for development of national statistics (PDSN) lies within the scope of that context.

## II. Rwanda's Political and Socio-economic context

Rwanda is a landlocked country in the East African Great Lakes, which shares the borders with Uganda in North, Tanzania in the East, the Democratic Republic of Congo in the West and Burundi in South. The country is 26,338 km<sup>2</sup>, with a population of about 8.16 million of people in 2002. It has the highest density of population in Africa (316 inhabitant per Km<sup>2</sup>). The annual demographic growth is estimated at 2.9 %. The population live basically in rural areas (94 %), with approximately 53.5 % of women.

The 1994 genocide constitutes a turning point in Rwanda history. In other words, people will from then speak of pre- and post-genocide. Those tragic events resulted into:

1. 800,000 to 1 million people killed;
2. About 2 million refugees in the camps of neighbouring countries who returned massively in Rwanda in 1996 and 1997;
3. One million of people who became "internally displaced" in their own country. Important effort was needed to resettle them;
4. One million of former exiled who returned in their country, for most of them, after many decades.

The deep demographic changes resulting directly from genocide will necessarily have an impact on all the country's economic components. They have aggravated the already endemic poverty for a mostly rural population. New categories of population emerge, notably with important proportion of households headed by children and others by women. The post-war alarming social indicators show progressive reorientations of trends.

At political level, institutions of the state were established, indeed with some difficulties in the context of a transition which started in July 1994

and which had to end in July 1999, but extended for a more 4-year period. The decentralisation policy, which was adopted by the Government, greatly changed the approaches in many areas. The country is thus divided into 11 provinces and Kigali Town, which has a particular status. The former comprise 14 towns and 92 districts composed of 1,544 sectors and 9,175 cells.

Rwanda's economic indicators are those of a post-war economy. The high growth rates noted in the aftermath of the genocide can be explained firstly by the 1994 very weak basis and a humanitarian aid proportional to that event. Peace recovery and the return of Rwandan or foreign investors, with highly increasing investment rates have enabled to maintain acceptable rates of about 6 % a year during the last years. The reduction of inflation has been drastic and a prudent monetary policy has enabled to confine the monetary growth in planned limits. The massive aid received by the country has more or less helped in stabilising the outstanding public debt, but, in return, there has been monetary depreciation, characterized by foreign exchange rates that increase year by year. Likewise, the terms of trade have highly deteriorated. The current macroeconomic programme aims at achieving a real GDP of 6.5 % while maintaining the inflation rate below 5 % during the period 2000-2005.



### Rwanda's key socio-economic indicators

- Poor urbanisation: 90 % of population live in rural areas;
- A relatively high demographic growth: 2 % per year;
- A basically agricultural economy: the sector contributes to GDP for more than 40 %;
- A slightly diversified economy: 80 % of exports receipts come from coffee and tea;
- Widespread poverty: 60 % of population live under poverty line estimated at Frw 64,000 a year/person in 2000-2001
- Low life expectancy: estimated at 49 years in 1998;
- High illiteracy rate: 43.7 % in 2001.

Source: - Rwanda Development Indicators  
Edition 2001  
- HLCS

### Challenges facing Rwanda

- Decreasing agricultural productivity;
- Narrow exports base;
- Weaknesses in institutional capacities;
- Public debt burden;
- Lack of arable soils;
- Quick demographic growth and high density of population;
- Less developed and poorly financed social infrastructures and social services;
- Embryonic private sector;
- Social and economic factors as causes of Genocide.

Source : Vision 2020 – PRSP 2001

## III. The Specific Context of National Statistical System

The national statistical system dislocated strongly following the 1994 genocide. Statistic producers evidence this; the users of statistical data as well as the partners of national statistical system also perceive it. At the level of human resources, many statisticians were killed and others fled the country. As for data, whole sectors of statistical information have disappeared, for instance the data on the second general census of population that was carried out in 1991.

Due to Statistics Directorate (DSTAT) weakness, which resulted from that situation, the remedy constituted in setting up emergency solutions. Thus, a research project in the field of agricultural and food security statistics was put in place, but it only produces agricultural statistics elaborated on basis of a classical agricultural survey. Surveys, which would normally be performed by the DSTAT, are entrusted to other structures. Nevertheless, the DSTAT's capacities have also been strengthened to that effect, particularly through the financing of surveys, which have enabled to renew the bases of some statistical data necessary, for example, for the elaboration of the poverty reduction programme.

The more explicit examination of strength and weaknesses of the statistical system in an environment with threats and opportunities explain better our choices in the present plan.

Concerning prices, the National Bank of Rwanda (BNR) carries out prices lists for Kigali Town intended for calculation of consumer price index, which is regularly published, while the DSTAT publishes also a national consumer price index.

### III.1. Strength and Weaknesses of national Statistical System

#### III.1.1. Strength: Increasing savoir-faire and fruitful partnership

##### Strengths

- The past years capitalisation of savoir-faire in particular, in the matter of nationwide surveys that contributed to the necessary renewing of statistical production bases;
- The capacity to use the computer tools;
- The diversity of origin of DSTAT professionals;
- The capacity to mobilise resources from external partners;
- The synergy resulting from the process for the elaboration of the plan, etc.

During the past years, the national statistical system was able to mobilise financial and human resources from the country's development partners. This enabled the capitalisation of savoir-faire, particularly in the field of nationwide surveys, which have contributed in partial renewing of the bases for the production of statistics.

Systems of statistical information, geared at management, have been put in place, particularly in the health sector. Other systems concerning public finance, local administration and education are being realised.

At the level of human resources, we note the constitution of sound teams of statisticians well remunerated in certain sectors of the national statistical system, such as BNR and the National Service for Population Census (SNR).

##### Weaknesses: Absence of an adequate legal environment, insufficiency of resources, poor quality of some data

Absence of a modern legal environment for statistical activities, which explains partly the inexistence of coordination of the whole system, is one of the weaknesses to be pointed out. The inadequacy of DSTAT present status is another explanation. This also explains the absence of financial autonomy, which hinders the visibility on resources for any mid-term statistical programme.

The notorious lack of professional statisticians within the central administration and scarcity of on-the-job training constitute factors that hinder performing statistics. Lower number of diplomas (graduates) in statistics and demography explains largely this situation.

The insufficiency of material and financial means, which is more or less acute for some areas, is another unfavourable factor for the development of the national statistical system.

As for production, the out-of date statistical bases, the poor quality of some sector-based data, which constitute the inputs for other statistical



synthesis data, are also **Weaknesses**

some factors that contribute to the deficiency of statistical data.

Consequently, the supply of statistics is not articulated enough to meet the requirements of users of statistics. Thus, the plan's purpose is to propose solutions to the inadequacy of the supply with regard to demand, while taking into account the environment in which the national statistical system is evolving.

- Lack of modern legal framework for statistical activities;
- Lack of coordination of the whole system;
- Inadequacy of COS status and its consequence: lack of financial autonomy, which hinders the predictability of resources for any mid-term statistical programme.
- Insufficiency of management tools;
- Notorious insufficiency of professional statisticians within the central administration; insufficiency of on-the-job training;
- Weakness in the remuneration of professional statisticians within the central administration as compared to the opportunities offered them by elsewhere;
- Shortage of material means;
- Supply of statistics which is not articulated to meet requirements of the demand;
- Out-of date statistical bases;
- Poor quality of some sector-based data, which constitute the inputs for other data of statistical synthesis;
- Inadequate utilization of information and communication technologies.

## III.2. Risks and opportunities for the National Statistical System

The national statistical system is in a determined environment whose characteristics can be either favourable or unfavourable.

### III.2.1. Risks: Scarcity of budgetary resources and continuation of emergency solutions

Just after the 1994 genocide, emergency solutions were taken and were affected through the assignment to projects of certain activities, which were normally, devolved to the central administration structures such the DSTAT or the Agriculture Statistics Division. There is a risk of remaining in that situation.

#### Risks

- The risk of continuing with emergency solutions, which were created just after the 1994 events, and led to the sharing of DSTAT attributions;
- Lack of confidence by some stakeholders, which can erode for long time the performances of statistical systems;
- Budget allocations, which are not always favourable to national statistical system;
- Employment conditions offered by the Civil Service and insufficiency of graduates in



statistics and demography, which prevent from attracting and keeping professional statisticians;

- Poor implementation of the decentralisation principles in statistics;
- The facilities in using some software, which enable the non-professionals, to carry out illusory surveys.
- The lack of confidence by certain users, which resulted from the inadequacy of supply as opposed to the statistical demand, can also weaken the national statistical system.

The current poor application of decentralisation principles in the field of statistics, which is partly due to the lack of coordination, can certainly harm badly the whole statistical system.

The high social demand, the heavy burden of debt, etc, are the arguments usually put forward to explain difficulties encountered in the allocation of the national budget, which lead to low budget allocations to services of statistics. Those inadequate budget allocations, together with low remunerations constrain the performances of services of statistics and particularly those of the DSTAT, and explain the inability of those services to attract and keep the best statistics professionals.

Another threat is the facility in using some technologies, which enable non-professionals to carry out, for example, poor surveys, which creates a situation of artificial competition prejudicial to the users and to the statistical profession.

### III.2.2. Opportunities: Renewal of demand and initiatives in favour of statistical Development

The 1990's and the beginning of the millennium are characterised by many events favourable to the development of statistics.

The need of follow-up and evaluation: (i) the objectives of millennium development accepted as such by NEPAD; (ii) poverty reduction strategy documents (PRSP), which are the sine qua non conditions for access to Bretton Woods institutions' concessional resources; (iii) current macroeconomic and sector-based policies, highly renews a statistical demand which is better adapted to policies and programmes, and is in itself a good opportunity for the statistical system.

#### Opportunities

- The renewal of demand intended for elaboration, follow-up and assessment of national policies and programmes, of multilateral monitoring and policy convergence at sub-regional level and follow-up of international commitments;
- Specific initiatives that are favourable to development of statistics such as (i) PARIS 21; (ii) SGDD;
- Declaration of the World Bank and regional Banks at Monterrey; (iv) The creation of a trust fund for capacities strengthening, etc.
- The political will to develop the national statistical system;
- A relatively low political interference in the production of statistics;
- Availability of international standards in field of statistics;
- Accessibility of the new information and communication technologies that facilitate the production of statistics and exchange of experiences.

The increasing regional integration, with its demand of data for multilateral monitoring and the convergence criteria, which require the harmonisation of concepts, definitions, methods and classifications, constitutes a promoting factor of, among others, international standards and comparability of statistical data.

There have also been more specific initiatives for development of statistics at international level, including:

- PARIS 21 Consortium, which strives for the setting up of evidence-based (quantifiable and quantified facts) policies and programmes, the promotion of good practices in the matters of official statistics, etc;
- The general system of data dissemination (SGDD), which aims at improving the quality of data and determines the standards for the production and dissemination of data through more transparency, integrity, access of public to data and a constant improvement of the production of statistics;
- The creation of a Trust Fund for capacity building by donors, managed by the World Bank;
- The World Bank and Regional Development Banks Declarations in Monterrey on the necessity to statistical data for efficiently and effectively follow-up and assessment of policies and programmes; etc.

At national level, there are noticeable willingness of the political authorities and their development partners to develop the national statistics apparatus, induced by their awareness of the necessity to base policies and programmes on quantifiable and quantified evidence.

Moreover, the producers of statistics have noted a relatively low political interference in the production of statistics, which facilitates the implementation of SGDD standards.

At international level, concepts, definitions and statistical systems have been developed and constitute the reference frameworks, which, through good implementation, ensure the compliance with recognized standards recommended by statistical community.

New information and communication technologies offer tremendous possibilities to improve the production and dissemination of statistical data on one hand, and to make easier the exchange of experience on the other hand.

The environment can therefore be considered as favourable for statistical development. However, in order to benefit from this environment, it is important for the main stakeholders, i.e. the producers of statistics, to comply with the profession's requirements, the first of which being quality.

### III.2.3. Supply of Statistics: What should it be?

The statistical demand requirements justify the necessity of having quality statistical information, i.e. with the following characteristics:

- **Relevance**

Statistical data must meet users' demand. In order to comply with this requirement, a partnership between producers and users of statistics must be established, and places for regular meetings of the two stakeholders must be created to systematize their dialogue.

- **Reliability (credibility, accuracy)**

Many development objectives were not achieved in the past. Among the multiple causes of that failure one can mention the fact that the situations at starting-points were not well known, thus the objectives were



quantified or evaluated on basis of inaccurate statistical information. Wrong decisions were most of time made due to non-reliable or insufficient information.

- **Topicality**

The annual budget schedule, the requirements of a quasi daily-based monetary policy follow-up, are some of the examples, which show the constraints for users. Data must be recent and regularly updated; in other words, they must be available whenever needed by the users.

- **Accessibility**

While many users complain about the lack of statistical information, it was paradoxally noted that some data exist within the services of statistics, but are unknown to users or are in inaccessible forms to them. This situation should be solved by particularly making use of information technologies so as to organise all statistical information in an accessible database and diffuse them in all formats, taking into account the possibilities of the different users.

- **Comparability**

The management of the macroeconomic issues and of social demand are continuous actions, which covers the whole national territory. *It is* also influenced by the country's regional and international commitments. It is therefore important that the statistical information, which constitutes the basis of that management, be comparable in space and in time.

- **Coherence**

There are various sources of data, particularly statistical data from administration registers. Above all, the lack of a structure able to ensure the coordination of concepts, definitions and methods worsens that situation; hence the necessity of finding a solution to the issue of statistics activities coordination at national level.



## **Part Two**

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# **Strategic Plan for the Development of the National Statistical System (PSDSN)**

## B. Strategic Plan for the Development of Statistics (SPDS)

### I. SPDS Designing Process

Taking into account of what has been stated above, a process for elaboration of a strategic plan for the development of national statistics system was launched, constituted of three following phases:

- Phase 1.** A seminar for the launching of the process regrouping all national statistics system implementers, and assessment of the system status in 2001 in terms of present and future needs, as well as conditions and results from the production of statistical data.
- Phase 2.** Identification of possible solutions;
- Phase 3.** Prioritisation of actions and plan designing

A holistic approach (*global explanation system*) has been retained for designing the present strategic plan. In fact, strengthening only the DSTAT would certainly not have enabled to solve the problems of that Department which at the same time produces and uses data produced by other performers of national statistical system.

The process had therefore to be participative: all the performers of national statistical system were involved at different extent and in various phases of the plan elaboration, from the seminar of the process launching up to the *retreat* which ended the concerting. *That is equal* to sensitisation: (i) for all data producers who become aware that the

products they offer must meet the effective demand; (ii) for all users who realize the gaps of a system to be renovated and reinforced, particularly in human resources.

A five-year plan (2003-2007), which describes the strategies, the actions and means that are likely to make the national statistical system capable of meeting the users' priority needs in a sustainable way is discussed in the following lines.

### II. The Plan's Fundamentals

During the process, Rwandan authorities have shown their will to have the national statistical system increase in quality so that it can meet the more and more pressing demand of statistical information, all the more important since it is, in this particular case, about a country whose statistical apparatus has been damaged by the 1994 events.

#### II.1. Vision

It is about disposing of a decentralised national statistic system, with a strong central autonomous organ capable to meet the demand on a long-term basis, by accurate statistical information enabling to take right decisions.

#### II.2. Plan's Global Objective

This plan's objective is to indicate the main strategic lines and lines of actions aiming at the restructuring of the national statistical system so that it can produce statistical information of good quality, that is, *drawn by the demand*, reliable, produced in due time and at costs compatible with the users' needs and the country's real possibilities, by prioritising the most important fields.

### II.3. Main Strategic Lines

The plan is structured round five strategic axes with various priority actions lines following the priority considered.

- Axis 1: To strengthen the institutional framework;
- Axis 2: To increase the quantity and improve the quality of statistics production;
- Axis 3: To use information technologies as a lever for processing, conservation and accessibility to statistical information and good communication;
- Axis 4: To constitute a critical mass of statistics professionals for a sustainable development of national statistical system ;
- Axis 5: To endow the central statistical organ with adequate material and financial resources for its efficient functioning.

### III. First Strategic Line: Institutional framework strengthening

In its main components, the national statistical system functions on basis of invalid texts, which have not been, updated since the major changes that occurred in our country. Moreover, the DSTAT which serves as the central organ for a decentralised statistical system has no authority, be it legal or from its own capacity, to coordinate other components of the system.

That is what justifies the proposal to renovate the statistical activities' legal basis and the restructuring of statistics apparatus in particular for the creation of an autonomous structure capable of fulfilling properly its functions of producing and spreading information of good quality, but also able to coordinate the statistical system as a whole.

### III.1. Legal basis

Two texts are generally referred to as constituting the legal basis of statistical activities in Rwanda, namely: (i) a 1948 text bearing organizational dispositions which authorise the colonial government to carry out statistical investigations, and creating the Colony Higher Statistics Council; and (ii) the Decree n° 18/77 of 26 July 1977 concerning organisation of statistical activities.

It appears clearly that, though not formally abrogated and replaced, the 1948 text is obsolete since it refers to institutions and structures, which no longer exist.

The Decree n° 18/77 of 26 July 1977 which governs today the statistical activities was rather used for the sake of the 1978 census needs. It is incomplete in that it does not clearly lay the foundations of any statistical activities. Moreover, it does not consider the coordination of those activities, except a slight mention of methodology and opportunity of investigation surveys with limited scope. Finally, it is obsolete with regard to its object since other texts have been used for the 2002 third general population census (RGPH).

Consequently, the review of all those texts should be initiated by MINECOFIN service responsible for revision of outdated laws. In fact, the Commission in charge of legislative reform whose mandate is near its end has not considered the above-mentioned decree-law as a priority. The Part C of this document will examine the content of the future law.

### III.2. Organisation of the Statistical Central Body

The option of a decentralised statistical system was retained (agreed upon) by consensus by different parties involved in the PSDSN designing



process. That option implies strengthening the authority of statistical central body structure (OCS) of the national statistical system.

Moreover, statistics production in a country involves statistics professionals, suppliers of information and users of elaborated statistics. That partnership must be based on the ultimate users' trust towards data producers. The credibility of producers presumes their institution's independence shown through impartiality and authority in taking professional decisions, particularly in the matter of data dissemination. That independence does not concern the objectives, but rather the methods and results.

The stronger the centre of national statistic system is, the more will be the chance of efficient coordination and the integrated statistics thus produced will be much more sound than the statistics gathered without harmonization.

The plan proposes therefore that OCS be granted autonomy, i.e. a legal status as well as administrative and financial autonomy. Part C of this document specifies that proposal and provides indications on the management orientations of that future structure.

### III.3. Coordination

One of the major constraints of statistics development is the inadequacy of statistical activities coordination. All national statistics system implementers, on the occasion of the seminar that launched the process for the elaboration of this plan, unanimously deplored this situation.

The necessity of statistics activities coordination should therefore be stressed on legal level, and execution organs of that function (should be) created.

As the OCS plays a major role in that coordination, the modalities of its implementation will depend on the options retained for OCS status. Thus, there are two possibilities for coordination bodies : (i) a National Statistical Council with Plenary Assembly and technical commissions ; or (ii) simply Technical Commissions in case OCS Board of Directors, in addition to its usual function of defining OCS's policy and management control, could play the major role of coordinating the activities of national statistics system. Part C of this document deals with the content of those options.

## IV. Second Line: To increase the quantity and improve the quality of statistics production

It is worth specifying that the plan's overall actions contribute to increasing the quantity and improving the quality of statistics production. However, actions specific to some fields deemed as being a priority need to be identified distinctively and with precision.

The table below shows priority fields as per plan. The priority extent is not linked with the importance of the field, but rather with the emergency of actions to be undertaken with regard to the field. We can note among other areas, those which are somehow of good quality, only needing to be improved ; and others whose collection, processing and dissemination systems must be designed. For the latter, the implementation of the plan proposals should be done progressively, as soon as means are available. Orientations of actions have been provided for some fields judged as not being a priority.

The statistics data concerned here are produced mainly in two ways: by exploitation of administrative sources and by carrying out surveys and censuses. Moreover, there are basic statistics and synthesis statistics



elaborated on basis of the former. Finally, also mentioned are transversal activities, i.e. those that constitute the phases of statistics production process or of putting information at the disposal of the ultimate users. They can also be considered as having priority.

#### IV.1. Poverty Follow-up Statistics

Poverty is essentially a multidimensional phenomenon. Focusing on one of its dimensions, for example the monetary aspect which is the most dealt with in studies carried out, can lead to certain difficulties and inadequacies in its analysis, as well as in the follow-up and assessment of its evolution.

That is why a system of information, follow-up and evaluation of poverty reduction policies and programmes will be based on a series of macroeconomic statistical data, but also and above all, on demographic and social data.

#### STATISTICAL AREAS

Basic sector-based Statistics		Basic sector-based Statistics	
Socio-demographic Statistics	Priorities	Economic Statistics	Priorities
Basic demographic statistics	X	Prices statistics	X
Civil status	X	Agricultural statistics	X
Education statistics		Animal husbandry statistics	
Health and nutrition statistics		Forestry statistics	
Habitat (living conditions) statistics		Fishery statistics	
Employment and labour statistics		Enterprises statistics	X
Tourism statistics		Energy statistics	
Internal security statistics		Transports statistics	
Sports statistics		Telecommunications statistics	
Culture statistics		Foreign Trade statistics	
Environment statistics		Public finances statistics	
		Monetary statistics	



Statistical Syntheses		Statistical Syntheses	
Social syntheses	Priorities	Economic syntheses	Priorities
Statistics according to gender	X	Balance of Payments	
Poverty statistics	X	National Accounts	X
Good governance		Overall economic situation	X
		TOFE	
Transversal aspects			
Data archival – storage	X	Documentation	
Dissemination	X	Training	X
Geographic Information System			

The terms usually used by organisations such as UNDP, the World Bank or FAO to define poverty and/or its symptoms illustrate that evidence. We can mention the lack of income and production resources enabling viable existence; hunger and malnutrition, food insecurity, bad health, increase in morbidity and mortality, lack or insufficiency of housing, of environment insalubrity, social discrimination, non-participation in decision-making in civil and cultural life, etc.

Thus, the list of indicators retained by the Poverty Reduction National Programme (PNRP) is in conformity with that perspective. It covers macroeconomic synthesis data, sub-products data of administrative activity or of management information systems and data from the following surveys : Households living conditions survey (EICV), QUID

survey, Demographic and health survey (EDS), Annual agricultural survey (EAA), as well as the Population and habitat general census (RGPH).

It is worth noting that such surveys and census data are also used for the purpose of strategic planning, of sector policies and calculations in statistical synthesis.

### Full households living conditions Survey (HLCS)

HLCS characteristics
<b>Main objective</b> <ul style="list-style-type: none"> <li>To put at the disposal of political decision-makers data on households standards of living.</li> </ul>
<b>Specific objectives</b> <ul style="list-style-type: none"> <li>To provide necessary data for calculation of consumer price index-weighting of households;</li> <li>To enable the determination of poverty profiles ;</li> <li>To produce key indicators enabling to address households standards of living.</li> </ul>
<b>Sample</b> <ul style="list-style-type: none"> <li>6,500 households all over the country</li> </ul>
<b>Method of data collection</b> <ul style="list-style-type: none"> <li>10 cycles of 32 days (rural areas) and of 33 days (urban areas) all over the year.</li> </ul>
Source : DSTAT-EICV



EICV fits within the framework of surveys of World Bank's "Adjustment Social Dimension" Programme which consisted of, among others, a series of three surveys: a survey on priorities, a community survey, and a complete survey which EICV belong to.

It has been carried out from October 1999 to July 2001 and has enabled to provide data households demographic characteristics, on education and alphabetisation, on health and nutrition through anthropometrical measures, employment, income, expenses and in-house consumption, assets, loans, savings and transfers of households.

Those data have allowed determining a food poverty threshold and a threshold, which includes household's non-food expenses. An analysis of income distribution has also been undertaken.

Considering EICV contribution to the activities retained in the plan in order to improve certain statistics, it is provided to carry out, by the end of the period covered by the plan, an other EICV survey despite its high cost. On the other hand, QUID surveys will be regularly conducted.

### QUID-type Surveys

A QUID-type (Development Indicators Unified Questionnaire) survey has already been achieved in 2001 by Poverty Observatory. The first findings allow the calculation of indicators enabling the distinction between poor and non-poor households, the indicators regarding instruction level, alphabetisation, employment, type of lighting energy used, access to drinkable water, to health services, to satisfaction of people appealing to health services, etc.

In this way, QUID-type surveys constitute tools for programmes follow-up-assessment, which, in addition to *their advantage of* being realised in very short time, complete classical surveys and censuses.

### QUID characteristics

- Large samples;
- Short questionnaire, readable through scanner;
- Simplified data collection;
- Quick data capture, validation and tabulation due to pre-compiled programme;
- Integrated and automated system;
- Simple presentation of results;
- Results quick to be put at the disposal of users;
- A relatively low cost;
- Households welfare indicators;
- Indicators of access, utilisation and beneficiaries' satisfaction with regard to basic social and community services.

Source : The World Bank

A technical expertise is available at the sub-region level ; it is constituted of a group of Anglophones consultants who received training from EASTC in Dar-es-Salaam, thanks to the World Bank's initiative of technology transfer. The same operation was repeated at ENSEA, Abidjan with francophone consultants.

The question is to repeat such a survey every two years.

### Demographic and Health Survey

DHS-type of surveys (Demographic and Health Surveys) fit within the framework of an international programme realised with USAID financial support on one hand, and Macro International Inc. technical support on the other hand.



The ONAPO (National Office of Population) realised one survey of this type.

#### DHS characteristics

The findings of this survey allowed calculating a series of socio-demographic indicators needed for evaluation of the country's health status (life expectancy, infant and mother mortality, vaccination cover, familial planning behaviour, contraception prevalence, use of health services and extent of satisfaction thereof by beneficiaries, HIV/AIDS, etc.) That survey was supplemented by QUID survey on some aspects.

The plan proposes the realisation of a DHS survey every five years, which is in 2006 over the duration of the plan.

- A nation wide households survey;
- To administer a questionnaire-household and a questionnaire-women aged 15-49 years;
- Data collected on households characteristics, their habitat and their assets, the nutrition status, reproductive health, mother and infant health, HIV/AIDS, the spouse and additional information specific to other countries;
- Sufficient flexibility to introduce the modules that are specific to different countries;
- Large samples (5,000-30,000 house-holds);
- Follow-up and evaluation indicators in the population, health and nutrition fields.

Source : Macro International, Inc.

### General Census of Population and Housing (GCPH/RGPH)

A population and habitat general census is being organised and the counting was realised from 16<sup>th</sup> to 30<sup>th</sup> August 2002.

It is expected from that wide-range census basic demographic data which will serve as reference for the ten coming years, particularly in economic and social planning works, including sector policies.

#### RGPH characteristics

- Large
- Questionnaire
- Collection
- Data capturing
- System
- Presentation
- Deadlines
- Cost
- Indicators

The 2002 GCPH (RGPH) is mentioned in the present plan because some of its activities will be realised during the period covered by the plan, and because the findings from it will enable to renew the sounding basis of socio-economic surveys proposed in the plan. Those findings will precisely help to establish a federative master-sample for further surveys to be carried out in the future.



## IV.2. Prices

The diverging coexistence of two index prices, respectively for Kigali Town and at the level of the whole country published on one hand by National Bank of Rwanda (BNR) and DSTAT on the other hand, which are moreover judged as being less liable, has induced the decision to design and implement a new harmonised households consumer price index.

Following are the five guiding principles of the new index:

- A nation wide cover: the new index will be calculated on a monthly basis for all provinces and the whole country;
- Harmonization of the two previous indices: the index will be harmonized and integrated, taking into account the technical requirements of BNR, DSTAT and of all users of price index;
- A distinction between urban and rural: provinces prices will be collected in rural as well as in urban areas in order to contribute to analyse the differences between life in rural areas and urban areas for a better understanding of poverty phenomena;
- Regularity and *topicality*: the index production will have to be regular and quick. The results for a given month will have to be published at latest the 15<sup>th</sup> of the following month for every province and the whole country;
- Conformity with international recommendations: the methodology to establish the index must comply with international principles and recommendations, notably those linked with international

comparability, classifications and concepts, National Accounting System (SCN-3)'s definitions and processing modes.

Thus : (i) a methodology will be elaborated ; (ii) EICV data will be used to calculate the new index weighted coefficient ; (iii) the international classification of individual consumption per functions (CCOIP in English abbreviation) will be adapted to Rwandan context ; (iv) the constitution of basket index as well as the sales outlet's sample ; (v) the construction of the software for processing the collected data ; and (vi) the launching of the new index.

## IV.3. National Accounts

### Statistical framework

The current DSAT elaborates the national accounts following the 1993 national accounting system (SCN), but it is only just at the first stage of the following *table*:

The very reduced staff and quality of resources allocated to the elaboration of accounts, as well as the weakness in producing statistics of other sectors largely explains that situation.

In parallel with the designing of the present plan, a project to elaborate a one year-based gross domestic product (GDP) was launched. *It is, in short term, to elaborate a table of resources and uses of goods and services as well as the GDP for a year of reference* which will be the year 2001.

### 1993 SCN implementing stages

<b>Pre-SCN:</b>	Basic data development;
<b>Stage 1:</b>	Calculation of Gross Domestic Product basic indicators (GDP ultimate uses, GDP-distribution per branches of activities and Resources-Uses at current prices and at constant prices;



<b>Stage 2:</b>	Calculation of National Gross Income and other indicators (Primary receipts external account and current transfers, capital accounts and financial accounts of the rest of the World) ;
<b>Stage 3:</b>	Establishing institutional sectors accounts – 1 <sup>st</sup> step (production accounts of all institutional sectors – SI – all other Public Administrations accounts – AP ;
<b>Stage 4:</b>	Establishing institutional sectors accounts – Intermediate step (Income distribution and utilisation account, SI capital accounts other than AP's).
<b>Stage 5:</b>	Establishing institutional sectors accounts – Final step (Financial accounts of all SI other than AP's) ;
<b>Stage 6:</b>	Other flows accounts and property accounts.

Source: ISWGSNA (DSNU, IMF, World Bank, OECD).

The operation will consist in :

- Using for the first time the results from the 2000 annual agriculture survey of MINAGRI's "Food Security Research Project" (FSRP), instead of using the harvest projections usually retained in GDP calculation;
- To use EICV findings in estimation of households consumption and in house consumption;
- To use the data from Rwanda Revenue Authority (RRA)'s value added tax (VAT) Record.(File);
- To establish the balances between *resources and uses* of products, taking into account other available information, particularly on importation and exportation of those products;

- To adapt the Products Central Classification (CCP) to Rwanda's situation for the purposes of products offer-demand balancing by use of available data on imports and exports, as well as on households' production and consumption. The CCP is at the same too detailed for a small economy, and not clear enough to take into account some local specificities ; it should consequently be adjusted.

Then, the elaboration of accounts will be done following the improvements of calculation bases and in conformity with the stages recommended by the United Nations Statistics Commission.

#### IV.4. Agriculture Statistics

Agriculture statistics are most of time controversial for users. Consequently, they should be restored .....

#### IV.5. Conjuncture (or business climate)

Data on business climate are followed-up and jointly published by DSTAT and Macroeconomic Department. It has been set up a methodology for the monitoring of business climate, including a quarterly survey with industrial enterprises, which would lead to the calculation of industrial production index, indices of industrial sales and, at the end, statistics on employment.

#### IV.6. Enterprises Statistics

Enterprises statistics are indispensable for elaboration of national accounts and short-term economic projections. It is only in 2001 that RRA's files (records) were exploited in the framework of the project of reference GDP calculation. A *simple* survey had been previously carried



out on some sectors for GDP estimation purposes. *Likewise*, a census on the production of industrial enterprises was realised in 2000.

It is a matter of carrying out a third census of industrial enterprises, extended to other enterprises with participation of concerned ministries, notably MINECOFIN (Ministry of Finance and Economic Planning), MINICOM (Ministry of Commerce), MIFOTRA (Ministry of Civil Service and *Labour*) in close collaboration with employers' organisations. The findings from such a census will enable to put in place the sounding base for quarterly economic situation surveys.

The review of enterprises' accounting plan and its entering into force will enable the establishment of enterprises' *indexes* regularly *enriched* with operating accounts and enterprises balance sheets. A unique identification system for enterprises and establishments (companies) could facilitate the *link* between different files (records) within economic administrations and the social security services.

A survey on informal sector will also be done to complete data collected from formal sector.

#### IV.7. Civil Status

The record of civil status facts is still very poor. Its use does not even seem evident for many local community officials (authorities) as it was noted during the 2001 statistics week

Particular efforts should be made to make the *notification* of these civil facts obligatory and to establish a device for systematic collection and processing of data, as well as their storage in electronic formats.

### IV.8. Other basic statistics and syntheses statistics

#### 1. Foreign Trade Statistics

Important progress has been made in External Trade Statistics thanks to the European Union and COMESA support who have supplied SYDONIA software for automated processing of customs procedures and EUROTRACE for customs data processing in foreign trade statistics on one hand, and the close collaboration between DSTAT and customs services on the other hand.

The purpose is to consolidate that experience (achievements) and bring about necessary improvements, notably in the matters of :

- customs cover of entry and export of goods from the country ;
- data automated processing ; and
- harmonisation of concepts and definitions in order to avoid the differences noted between BNR and DSTAT data.

Indeed, only Kanombe and Gikondo customs offices record the declarations of goods, and this constitutes a problem of transactions covering.

Moreover, rejection problems resulting both from errors in data capturing by customs services and from the non-updating of control tables in EUROTRACE system should find a solution.

Finally and as an illustration, data on exports differ following sources. The difference comes essentially from the fact that BNR (National Bank of Rwanda) records them at the conclusion of sales contracts, while the customs services do it when goods are crossing the border.

In general, problems are identified and must find solutions in conformity with international recommendations, and the dissemination allowed time must comply with SGDD prescription.

## 2. Balance of Payments

The balance of payments is regularly published. However, it depends on the quality of data that it synthesizes. The improvements recommended in the processing of the said data are therefore apposite. Moreover, efforts should be made to conform the elaboration of the balance of payments on international standards in force.

## 3. Public Finances Statistics

Public Finances Statistics are regularly produced as part of the synthesis, which constitutes the Government (State) Financial Operations Table (TOFE).

However, estimates of some TOFE items need improvements, notably donations and capital expenses on external financing when the Public Treasury *is not assigned its accounting*.

In fact, though the movements that transit through BNR can be easily traced, the latter does not know the movements passing directly through CEPEX or elsewhere. Likewise, it is not easy to decipher some financial movements followed up by the BNR, due to lack of explicit wording of the nature of operations.

As responsible for follow-up of all flows with abroad, CEPEX should collaborate with BNR, banks, embassies and NGO's to improve the recording of those flows.

## 4. Statistics of Public Debt

Statistics on domestic and foreign public debt are regularly published as part of public finances statistics. Their importance should however require them to undergo specific and systematic follow-up. A database on those statistics should therefore be elaborated as soon as the related technical problems are identified and solved.

## 5. Monetary and Financial Statistics

Monetary and financial statistics are regularly arranged by the National Bank of Rwanda (BNR) on basis of accounting documents from deposits banks and from its own accounting positions. The methodology mostly used in the elaboration of those statistics is the one proposed by IMF Manual and adapted to the country's realities.

However, the document in which the accounting positions of banks are recorded must be improved to comply more and more with international standards enacted by IMF.

In addition, concerning the money supply counterparts, BNR's data on the credit granted to Government should coincide with those presented in TOFE.

The National Bank of Rwanda (BNR) should collect data on the financial situation of "Union des Banques Populaires", of non-banking financial institutions such as insurance companies, as well as that of savings and credit cooperatives.

## 6. Energy

There is no available appropriate methodology for collection of energy sector data, nor tools for their processing. It is therefore the matter of : (i)



identifying producer enterprises (electricity companies, particularly those producing gas) and the concerned administrations (MINERENA, MINAGRI) for firewood, etc. ; (ii) to design the collection medium of that information in case they do not exist yet as part of the collection of data on global economic situation ; (iii) to proceed to a regular collection, to process data and disseminate them following a periodicity to be determined.

## 7. Building Trade and Public Works Statistics

Rough data are scattered in administrative services, which they concern. We can mention for example the Ministry of public works, Transports and Communications where we find data on the situation of national roads (distances in kilometres, year of construction, costs in US dollars, surface of existing asphalted roads).

On the contrary, the data currently produced on construction are based on the 1990 situation, to which an approximate rate obtained on basis of common sense (judgement) basis is applied.

It is therefore the matter of designing a device for the coherence of all available information on one hand and, on the other hand, carrying out necessary surveys with concerned enterprises in order to dispose of statistical data of that sector.

## 8. Communications Statistics

Communications statistics are relatively easier to collect when one considers the number of concerned enterprises : RWANDATEL, RWANDACEL and ONP (National Posts Office), though RWANDACEL' s *fiscal (accounting)* year starts in April contrarily to normal fiscal year which is calendar-based, which is not peculiar to that enterprise only.

It is therefore the of designing a device for collection of data from enterprises, particularly in the framework of global economic situation follow-up to be implemented.

## 9. Transports Statistics

Today's data on that sector are estimates based on reference data. Thus, concerning land transports for example, an evolution rate of the number of vehicles on the road is applied to obtain statistics on production, while for prices; the applied rate depends on the fluctuation of fuel costs. The basic data on transportation by minibuses are obtained from the structure set up by the ministry in charge of transports which determines inter-urban fares

Consequently, a device for permanent collection of certain data should be established and a survey on formal sector and informal transports companies *carried out*. The data to be collected should concern all types of transportation, namely:

- For land transport: vehicles for public transportation, land transportation enterprises, national and international land transportation flows, vehicles registration, road accidents, driving licences, characteristics of national road network, etc. ;
- For air transportation: air transport enterprises, airplanes movements as well as national and international transport flows, accidents in airports and in airfields (aerodromes), etc.;
- For maritime transport: some indications will be sufficient for that activity which rather falls within informal sector;
- Indicators pertaining to transport economy such as performance indicators, basic macroeconomic and social indicators, national

and international transportation costs, etc. will also have to be designed and elaborated.

## 10. Tourism Statistics

Tourism is not very well developed, certainly because of the events that the country has experienced. However, potentialities exist, and particularly the flows of business travellers need on one hand the establishment of device for follow-up of data on arrivals of nationals and foreigners at borders and in hotels, the overnight stays in hotels or in any other collective lodging, the stay average duration, the type of transportation on arrival, the reasons for the visit, etc. and the elaboration of related indicators on the other hand.

The ORTPN (Rwanda Agency for Tourism and National Parks) manages tourism sites such as national parks (Virunga, Akagera and Nyungwe) and disposes of data on visits made.

## 11. Employment and labour

There are no current statistics on jobs, and those on employment, which are available, are from the production census of industrial companies and from EICV (*Complete Survey on Households Living Conditions*).

It is important to: (i) set up a device for collection of current statistics on *job*, which will cover all workers of private sector, civil service, workers registered with the Rwanda Social Security Fund, etc. following appropriate characteristics; (ii) use the 2002 RGPH (General Census of Population and Housing) data on employment and unemployment; (iii) organise a survey on post-census employment.

## 12. Internal Security

It is the matter of collecting systematically data from police activities and those linked with justice for the follow-up of delinquency facts, offences and crimes, road accidents incarcerations and any information specific to Rwanda situation.

## 13. Sports

Like other line ministries, it is the matter of systematically using available information from ministries and concerned structures regarding sport activities, sport infrastructures, economic effects resulting from sports activities, etc, in order to elaborate statistical data relating to sport activities.

## 14. Culture

As for sports, cultural activities deserve a follow-up through a device to adjust the coherence of data, which are available within ministries and concerned structures. Such data would be published regularly for public information on that sector.

## 15. Statistics on Environment

Developing data on environment is relatively complex, given the field covered. However, it is a subject, which can no longer be eluded today.

There is already related information within MINITERRE (Ministry of Lands, Resettlement and Promotion of Environment) concerning: (i) national parks and forests, which enable to evaluate the extent of part destruction of that patrimony, deforestation, soil erosion; (ii) firewood which constitutes the source of energy for 97.7 % of households; (iii)



quantities of fresh water and more generally of water resources and the distribution threshold per inhabitant; (iv) the extent of pollution; etc.

## 16. Statistics on Good Governance

Good governance is a key concept of the New Partnership for Africa Development (NEPAD) as it is for all master-plan documents of many African countries. However, the conception and modalities of its worth have just been recently systematised, particularly with the project initiated by the Economic Commission for Africa named "Indicators to measure progress towards good governance".

That project consists in collecting information that will enable to elaborate indicators of good governance and which will be analysed in a "Report on Good Governance in Africa". Workshops regrouping all involved parties have already been organised to discuss particularly the modalities of information collection and the related contents. The topics covered by those collection operations concern political representations, institutional capacities, economic management and good governance of the private enterprises.

Three types of questionnaires have been retained: (i) a questionnaire called C1 which will be administered by a panel of experts; (ii) a questionnaire C2 to be used for a survey on households; and (iii) a questionnaire C3 which will serve in gathering relevant information on research institutions which are selected at the level of each country. A group of 14 countries carried out those operations in 2001; other 14 countries including Rwanda are expected to join in 2003.

## 17. Gender Statistics

Statistical data should be collected following data whenever possible. The OCS should watch over this on the occasion of all national programme surveys, but also with current statistics.

The African Centre for Woman and Development of The Economic Commission for Africa is carrying out a project of calculation of composite indices on women status. The areas covered are : education, health, income, budget-time, employment, access to resources and political power. Efforts should be made for all African countries to enable the *positive* evolution of African woman's status.

**V. Third Axis: To use information technologies as a lever for processing, conservation and accessibility to statistical information and good communication**

### Priority Area 1: Archival storage

#### DADE characteristics

- To improve the capacities of statistics storage and diffusion;
- To organise and present on CD-ROM all information on one or many surveys: data files and all technical documents required for exploitation, subjected to quality verification basic procedures;
- Computer standard-based accounting, storage high capacity, reliable, easy to reproduce and not expensive;



- Improving the quality of information: strict organisation and metadata publication;
- Pedagogical and user-friendly for a larger and better exploitation of surveys.

*Source: The World Bank*

Many statistical data are no longer available, due to lack of efficient storage with required security standards by statistics producers. It is the same with data on the second general census of population and the country habitat. The opportunities offered by information technologies constitute an efficient remedy to that situation.

The archival storage and data dissemination system designed by the World Bank entitled "Dissemination and Storage of Survey Data" (*DADE*) is a very accessible tool to save on CD-ROM the files of survey data base and other related *metadata*, namely : questionnaires, manuals of survey conductors and supervisors, reports published on survey findings, etc.

Those files will be first organised and stored in databases. The same system is also used in economic and social data chronological series. It is therefore proposed to prepare coherent series of existing historical data, to gather survey files still available and store them according to techniques described above, as it is already the case with EICV.

## Priority Area 2: Dissemination

Rwanda is in process of joining SGDD. This means, among others, that its concerned services will have to assess different components of national statistics production and propose plans to improve that production. This is done following the format of a series of tables which will then be posted on IMF website.

The objective is to help country members to develop their respective statistical systems which are coherent and sustainable, bearing in mind the satisfaction of decision-makers and users' needs in the matters of macroeconomic analysis, data dissemination, transparency of budget, financial and monetary policy, banks regulation and supervision, securities and insurance regulation, accounting, bankruptcy audit, etc.

### GSDD

- IMF Initiative approved by its Board of Directors in 1999, SGDD is intended to developing countries which have not yet a good quality statistical system;
- The metadata elaboration process must result into a plan that improves statistical production;
- **Principle:** to put at the disposal of users all information enabling them to assess the quality of data produced;
- **Description** of data production and dissemination conditions;
- **Dimensions:** Data – Quality – Integrity – Access to public;
- **Sectors:** Real sector – Public Finances – Financial Sector – External Sector – Socio-demographic statistics.

*Source: International Monetary Fund*



N.B.: *It is worth noting* Data Dissemination Special Standard (NSDD), more restricting, which is imperative for all countries wishing to have access to international financial markets.

### Priority Area 3: Geographical Information System (GIS)

Many decisions are spatial and the better way of perusing (understand) data is to visualise them. GIS's are technical resources and procedures for collection, storage, processing, management and dissemination of data. In other words, they constitute tools, which enable to gather spatial and non-spatial data in order to produce information for decision-making.

#### GIS characteristics

GIS are:

- A technology with equipment, software, networks, data bases and implementation plans;
- Policies and institutional, etc, which take into account issues of governance, confidentiality, security and data sharing, as well as costs recovery; and finally
- Qualified people or to be trained.

Spatial data are more and more referred to as an infrastructure with regard to data, which they are associated to, in order to provide decisions makers and the public with available information, in a more transparent way, i.e. (i) when needed; (ii) where needed; (iii) in a form enabling immediate use.

GIS multi-dimensional nature justifies the joining of efforts so as to dispose of a geo-information good structure, and to easily understand much more important data.

Moreover, though the collection technology of spatial data is very well developed and data collection very easier, their costs are still very high.

The plan proposes to reactivate the UNDP project by involving the most concerned services, namely: the COS, the present SNR (National Census Service) and the Poverty Observatory, MINEDUC (Ministry of Education) and MINISANTE (Ministry of Health) services.

### Priority Area 4: Communication

Communication is a function, which is usually neglected in statistics services, and this contributes largely to the lack of statistical culture and the under-utilisation of statistical information produced. In this regard, at least two action lines can be envisaged:

- ⇒ Organisation of sensitisation seminars whose four objectives are: (i) to plead in favour of statistical information as a tool which is useful in decision-making; (ii) to arouse the decisions-makers' awareness of the importance and usefulness of statistical data; (iii) to indicate the source of data, their quality and making the users familiar with data; and (iv) vulgarise all over the country the findings from the surveys achieved.
- ⊄ Establishing relationships with the medias, which should be the relay (link) between producers and the public. Medias are perceived as "information amplifiers" and, in this regard, they must have particular relationships with OCS. Contrarily to some INS of developed countries who recruit communication professionals to that effect, the OCS could establish privileged ties with some of the news papers organs, radio and television in order to get the means for popularisation of statistical information produced. To that purpose, a one or two-page publication in a form of press release should be done to provide the press with any COS's new information: monthly price



indices, overall economic situation Review, summary of a survey findings, etc.

## **VI. Fourth Axis: To constitute a critical mass of professionals statisticians for a sustainable development of national statistical system**

In addition to material and financial resources, the efficient functioning of the national statistics system requires good and sufficient human resources. The present situation denotes a notorious inadequacy of staff and their high mobility. The plan aims therefore at indicating the means and ways to dispose of critical mass necessary for the sustainable development of the national statistics system.

The proposed lines of action present many levels: the recruitment, technical assistance and consultants services, on-the job training and short training.

This starts with the creation of conditions enabling to dispose of qualified personnel in a very short-term: it is the recruitment completed by technical assistance and consultants services.

A successful service must level continually its staff in order to sustain its dynamics: that is on-the-job training. It should also plan for take over of personnel through integration of new elements from schools: that is the initial training.

### **Priority Area 1: Recruitment**

The plan proposes immediate recruitment of statistics professionals for realisation of the programme proposed in the plan. The OCS needs in

personnel will be a priority. Other sectors' needs would be progressively satisfied following budget realities and effective offer of statisticians at the employment market.

### **Priority Area 2: Technical Assistance and Consultants-Advisers Services**

In short-term, the OCS will require technical assistance and consultants services constituted of:

- A Technical Adviser to the Director in charge of coordination of the plan implementation, who also intervenes in a specific field of the plan's priority areas. Indeed, it could be difficult for a donor to finance a management activity;
- Consultants who will selectively assist the OCS in implementing some of the plan's activities.

However, technical assistance-related "*pitfalls*" should be avoided. Technical assistants should work bearing in mind the temporary characteristic of their missions and the necessity of knowledge transfer for good continuity of activities after their departure. To that effect, they will work in teams with the concerned statistical services beneficiaries of that assistance. On the other hand, statistics staff will have to show open-mindedness and the will to acquire new competences.

Some aspects of the plan are already being implemented. Pragmatism has prevailed considering the importance and urgency of certain statistics data demand, notably the case of prices and national accounts. Therefore, consultants' services will be necessary to:

- Realise a processing software of the new price index;
- Continue the support to national accounting team to achieve the change of base year and implementation of 1993 SCN;
- Set up data storage systems;

- Produce industrial production index;
- Launch a quality step within the restructured COS; help in reorganisation of the new structure and precise the work programmes, etc.

### Priority Area 3: On-the-job Training

Quality personnel should be updated in their field of competence; this will be done through continuous on-the-job training. This training can bear many forms: short-duration courses, formal courses leading to a certificate, study trips, workshops and seminars, etc.

#### Special Courses

Specialised centres in Africa as well as in Europe (Munich Centre) or in the United States of America (US Bureau of Census' ISPC) for example, offer specific courses with subjects of immediate interest such as national accounting, sampling, census or sounding survey administration, survey processing software such as IMPS, SPSS, etc. However, considering the subjects, it is preferable to organise tailor-made training seminars in the country, because these seminars will reach a greater number of professionals and create synergies between the people who will have to work together as in the case of a census.

Following are the areas, which should be concerned by seminars and workshops:

#### ➤ *National accounting*

National accounting specialists are very rare within statistics national services in Africa, so is it with Rwanda. Today, the most experienced in this area within the DSTAT is a contract worker. Yet, for such a field a

certain continuity of work and practical training sessions constitute a key for success.

In addition, the 1995 national accounting system is far from being mastered by the current DSTAT's very small team. Training on that system is therefore necessary to meet the needs of economic and financial services of the Ministry of Finances and of other users, but also to satisfy the new demands such those relating to International Comparison Project (PCI).

#### ➤ *Designing and management of surveys*

The importance of surveys in statistics production is constant. However, it is about operations which are generally complex and which require strict management of its different phases. During the designing phase, specialists in sampling – who are also rare – are required. The technical assistance usually available, with a well-oriented training will at the end enable to create national competences in that field.

#### ➤ *Data processing and data management*

A great deal of surveys have been realised particularly during the last two decades in Africa. However, difficulties were faced in the processing of computer data and their conservation in the 1980's and early 1990. This resulted into very long delays before publication of findings and an under-utilisation of data, even their disappearance due to lack of sound management.

The introduction of micro-computing, commercial software and CD-ROM's in statistics in Africa has largely revolutionized that situation in 1990's. We need to take benefit from them through a generalised training of statistical personnel. The training will concern:



- **Statistics software:** software for data processing and analysis such as SPSS, EViews, SPAD, etc. should be within statistics professionals' reach. Those courses will be intended only for some staff, given that today's graduates from statistics training centres dispose of perfect knowledge of those tools.
- **Reorganisation of survey files and their engraving on CD-ROM:** workshops on that theme are regularly organised by the World Bank in statistics training centres in Africa.
- **Geographic Information Systems (GIS):** It commonly recognized today that Geographic Information Systems constitute tools that cannot be ignored when dealing with *geographical-based data*, which is a frequent case. The COS and its partner's concerned personnel should therefore master those tools and training sessions are required for that purpose. Particularly for elaboration of poverty maps in the framework of the Vision 2020 strategic choices.

Other training sessions shall be envisaged as soon as needs arise.

#### **Priority Area 4: Initial training**

The problem of initial training, like that of on-the-job training in statistics or related sciences is as important as that of maintaining the staff within DSTAT. In other words, in order the efficient functioning of national statistics system requires imperatively a critical mass of professionals in statistics, demography and related fields. Yet the striking deficit of human resources cannot be made up by current solutions. Audacious solutions must be envisaged: reopening of IAMSEA, creation of a national school or a university department which could enable to produce every year an important number of statistics senior and middle managerial staff.

Those in charge of the process consider that the initial training issue can be raised in terms of IAMSEA reopening. That option which involved

other countries in its initial formula could take a long time to achieve if it is to be designed at sub-regional level. That is why the plan has explored some alternative solutions as mentioned above.

In addition, it has been many times recommended to reopen the CFATS (Training Centre for Assistants in Statistics Techniques). That centre whose mission was to train middle *cadres* directly operational is more and more needed, especially because of weaknesses noted within Ministries and other sector-based services in the collection and processing of statistical data.

### **VII. Fifth Axis: To endow the central statistical organ with adequate material and financial resources for its efficient functioning.**

One of the major reasons for weaknesses of national statistical system is the inadequacy of material and financial means. It is the question of changing things for all reasons developed in the present plan.

#### **Priority area 1: Budget Allocation**

Statistics is a public good. For that, it cannot be expected from producing services to generate sufficient own resources that could cover their operating costs. The experience of developed countries proves this, and it is confirmed by the deviations evidenced with *African National Statistics Institutes* (INS), which have tried the experience of functioning following private law. Consistent budgets should therefore be allocated for national statistical system adequate functioning.

It is true that the country is facing various emergencies and its financial situation does not allow it. Statistical information is however more than



indispensable in the current context so as to better make a diagnosis of difficulties, to plan better, to better follow-up and evaluate policies and programmes, and lastly, to better inform the population. In one word, statistical information is an essential tool in the management of the nation's economical and social issues. It should therefore be given priority in budget allocation.

**Priority area 1: Mobilisation of additional resources**

Budget resources only are not sufficient to finance national statistics activities. Partners' support is more than necessary. It is already the case with the support that partners have provided particularly in the realisation of surveys on households, the population's general census, the financing of data processing equipments, etc. It is the matter of continuing that effort for implementation of the present plan.

## Summary table of Objectives, Strategies, Activities and Performance Indicators in different domains or groups of domains of statistics

### Strategic Axe 1: Strengthening the Institutional Capacities

#### Priority area 1: Legal (base) framework

##### Objective:

- Update the legal texts regulating the activities of official statistics, in particular the law on statistical activities and its implementing instruments;

Strategies	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Clear defining the government vision in the field of statistics, determination of the structure of the statistical system appropriate for the country, namely: the option of a decentralised system for official statistics, comprised of a strong central organ and sectoral units of statistics in line ministries;</li> </ul>	<ul style="list-style-type: none"> <li>• Collect and analyse the legal texts regulating activities of statistics within the central administration and concerned semi-autonomous and autonomous institutions;</li> <li>• Revise the decree-law N° 18/77 of July 26, 1977 and, when needs be, the texts that would be in conflict with the new law on the</li> </ul>	<ul style="list-style-type: none"> <li>• The statistics law promulgated and the implementing texts available and enforced;</li> <li>• Effective change in the status of the Central Organisation of Statistics (COS).</li> </ul>



- Clarifying missions for the different components of the system;
  - Set up the legal framework reflecting the new government option;
  - Restructuring the concerned services.
- activities of statistics;
- Elaborate the new legal texts governing the new Central Organisation of Statistics (COS).

## Priority area 2: Organisation and management of the COS

### Objective:

- Create an autonomous institution to serve as the Central Organisation of Statistics and ensure its fair management.

Strategies	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Restructuring the DSTAT to evolve into the new COS structure;</li> <li>• Promoting quality standards, in particular within the COS;</li> <li>• Restructuring and</li> </ul>	<ul style="list-style-type: none"> <li>• Set up the new institution to serve as the COS;</li> <li>• Introduce quality standards in the working approach of the COS;</li> <li>• Progressively restructure the</li> </ul>	<ul style="list-style-type: none"> <li>• A new and effective organisation chart for the COS;</li> <li>• New remunerations (or working conditions) for the COS personnel;</li> <li>• Supplement of staffs provided to the COS;</li> </ul>

progressively creating sectoral units of statistics in accordance with the availability of the necessary resources.

sectoral units of statistics in line ministries, taking into account the human, material and financial resources available and programmed along the duration of the plan.

- Progressive reorganisation of the statistical units in the concerned line ministries.

## Priority area 3: Coordination

### Objective:

- Provide the national statistical system with institutions of coordination

Strategies	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Creation of institutions and instruments for the coordination of activities of official statistics, give guarantees to these institutions and the necessary legitimacy for them to fully play their role in accordance with the</li> </ul>	<ul style="list-style-type: none"> <li>• Putting in place the institutions for the coordination of statistical activities shortly after the promulgation of the statistical law and signing of the implementing texts;</li> <li>• Assure an effective functioning at all levels of these</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinating institutions or structures are in place;</li> <li>• Regular functioning of these institutions: number of meetings in conformity with the legal provisions, minutes of the meetings;</li> </ul>



legal framework and regulation into force, and provide them with adequate means enabling them to exercise their missions;

- Use the FMI General System for Data Dissemination, the SGDD, in particular to guarantee more transparency in quality assessment of the production of official statistics.

institutions in conformity with meetings' timetables set out in the texts;

- Collect and centralise the concepts, definitions and nomenclatures utilised by the different services of the official statistics;
- Adapt to the Rwandan context the statistical concepts, the definitions, systems and nomenclatures internationally recommended and promote their use by all stakeholders of the national statistical system;
- Update the meta-data relating to the production of statistics elaborated in conformity with the SGDD of FMI along with the implementation of the SPDNSS activities.

- International concepts, definitions and nomenclatures adapted to the Rwandan context and largely disseminated, in particular to all producers of statistics within the system;
- Publication of meta-data of the SGDD.

## Strategic Axis II: Increase the quantity and improve the quality of the produced statistics

### Priority area 1: Information System for monitoring and evaluating poverty reduction

#### Objective:

- Supply the necessary information for monitoring and evaluation of the poverty reduction strategy.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Collaboration between the COS, the Poverty Observatory and other institutions in setting up mechanisms for flow of information;</li> <li>▪ Involvement of all concerned institutions in the elaboration of poverty maps;</li> <li>▪ Collaboration between all concerned services to design methodologies for aggregating data collected from different sources;</li> <li>▪ Common planning of data collecting activities of all different services in</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze the list of indicators retained by the NPRP and the related supplying sources,</li> <li>▪ Collect (raw) information necessary for the calculation of the indicators,</li> <li>▪ Disaggregate, whenever possible, data for the calculation of indicators,</li> <li>▪ Create a database for the above indicators by category;</li> <li>▪ Regularly supply the database;</li> <li>▪ Carry out specific surveys necessary to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Database of indicators for the monitoring and evaluation of PRS as retained by the NPRP;</li> <li>▪ Geographic Information database supplying poverty maps;</li> <li>▪ Databank of household surveys on the different aspects of poverty.</li> </ul>



order to meet information needs of the NPRP.

supply the system (surveys such as QUID, EDS, MICS, etc);

- Set up a **Geographic Information System (GIS)** for the elaboration of poverty maps.

## Priority area 2: Prices

### Objective:

- Supply qualitative information on prices and price indicators to users.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Elaborating an harmonized Consumer price index covering all 12 provinces, by using appropriate methodology and by adapting the internationally recommended COICOP nomenclature;</li> <li>▪ Building-up, within the COS, a team capable of efficiently carrying out</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work out the methodology for the new price index taking into account the origin of products;</li> <li>▪ Calculate the new weightings for the new index using results from the HLCS;</li> <li>▪ Adapt the COICOP nomenclature to the Rwandan context;</li> <li>▪ Carry out a mini-survey for the</li> </ul>	<ul style="list-style-type: none"> <li>▪ An harmonized consumer price index as programmed in the plan;</li> <li>▪ A price index for industrial sales;</li> <li>▪ CPI published and studies relating for example to regional disparities prices and the</li> </ul>

activities relating to the elaboration of a new price index;

- Elaborating a price index for agriculture production, after a concerted systematization of the prices records for agriculture products;
- Also elaborating a price index for industrial sales.

identification of market-points and products to include in the new index basket;

- Develop a computer software or program for the calculation of the new price index;
- Strengthen the COS team in charge of calculating price index;

determinant of poverty related to prices carried out.

- In a concerted way between COS and services in MINAGRI, keep on collecting producer prices for agriculture products and calculate relating index;
- Collect sales' prices for industrial products and calculate relating index;
- Participate to the program for international comparison and carry on activities programmed in the framework of PCI.



### Priority area 3: National Accounts

#### Objective:

- Progressively elaborate the national accounts on the basis of SCN 93;
- Regularly publish preliminary and final versions of national accounts in conformity with the calendar (schedule) proposed by the SGDD;
- Establish the necessary framework for the elaboration of national accounts.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Setting up mechanisms for a close collaboration between the COS, NBR, RRA, MINAGRI, etc;</li> <li>▪ Progressively improve the estimating bases of production by: (i) using all sources of information, (ii) carrying out surveys on the informal sector and specific surveys by sectors of production, (iii) conducting a census on the economic activities of the formal sector, (iv) constituting a companies' directory after putting in place a Companies Accounting Plan and a Common Tax Declaration;</li> <li>▪ Adoption of the SCN 93 and its implementation instruments in accordance with the prescribed phases taking into account the national context;</li> <li>▪ Use of any instrument</li> </ul>	<ul style="list-style-type: none"> <li>▪ Form a stable team of national accountants comprised of economist-statisticians, agro-economists, professional statisticians, economists and technical assistants in statistics or persons with equivalent profile;</li> <li>▪ In the short term, use all sources of information, particularly the RRA files, HLCS results, and available sectoral statistics to improve GDP estimates;</li> <li>▪ Carry out a nationwide survey on the informal sector;</li> <li>▪ Use and adapt the SNC 93 and related nomenclatures;</li> <li>▪ Write down all procedures for the elaboration of national accounts and adjustments made on the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved GDP estimates;</li> <li>▪ National accounts produced and published in accordance with the prescribed SGDD calendar;</li> <li>▪ A stable and competent team of national accountants;</li> <li>▪ Methodology for the elaboration of national accounts adapted to the SCN 93;</li> <li>▪ A renovated Accounting plan.</li> </ul>

(tool) subject to enlighten and facilitate reliable calculation and using at best statistical software;

- Increase of the staff size and training of staffs in charge of elaborating the national accounts.
- Carry out supplementary short surveys and sector specific studies;
- In medium term, implement the ERETES module for the elaboration of accounts or any other computer software able to systemize, document, and facilitate the production of accounts in order to guarantee their continuity along time whatever risks pertaining to staff turnover and volatility of national resources;
- Validate the national accounts by the concerned coordination body.



### Priority area 4: Agricultural Statistics

#### Objectives:

- Define an adequate institutional framework for the production of agricultural statistics;
- Strengthen (numerically) the technical capacities of services in charge of producing these statistics;
- Reassert the value of existing data in order to improve administrative statistics, constitute harmonized statistical series, and put in place an easily accessible one-stop window for agricultural information.

#### Strategy

#### Activities

#### Indicators of performance

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>▪ Rehabilitation of the Regional Directorates for Agricultural Services (DRSA);</li> <li>▪ Putting in place a permanent system for collecting agricultural statistics.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Define institutional framework for the production of agricultural statistics;</li> <li>▪ Design long lasting methodologies adapted to the Rwandan context, by (i) renewing the polling basis using results from the General Population and Habitat Census (RGPH), (ii) revising and testing methodologies for agricultural survey (with an aspect on the forecasting of harvests</li> </ul> | <ul style="list-style-type: none"> <li>the</li> <li>▪ Methodology for annual agricultural surveys revised and tested;</li> <li>▪ Harmonized agriculture statistical series;</li> <li>▪ Database acting as the one-stop window for agriculture information;</li> <li>▪ An annual agricultural survey and forecast of harvests implemented (in technical coordination with household</li> </ul> |
|--|--|---|

and a possibility of collecting data for analyzing and evaluating the impacts of agricultural programs) and for the system of price records on rural markets, in order to define optimal methodology in terms of recurrent costs and accuracy or reliability;

- Make use of data from the agriculture component of the 2002 RGPH;
- Carry out annual agriculture surveys and projections of harvests;
- Continue to collect producers' prices;
- Collect actual data on animal husbandry, fishing and forestry from administrative sources, and from the 2002 RGPH;
- Produce a publication relating to these sectors.

surveys) and the results analyzed and disseminated; A module for analyzing and evaluating impacts (is) developed and implemented in closer technical coordination with the system of agricultural surveys and household surveys;

- Revised system of price records on rural markets;
- Technical and operational capacities of the administrative sources strengthened and the computing systems of administrative data put in place;
- Qualified staffs and in sufficient number;
- Database updated for annual agricultural surveys and agricultural census to carry out in medium term.



### Priority area 5: Statistics on Conjunctures (or Business climate)

#### Objective:

- Regularly supply to users easily accessible, reliable, and timely data on the economic and social situations/conjuncture, which are compatible with their needs.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Collect information required from administrations and through quarterly surveys on the business climate;</li> <li>▪ Training of personnel on the analysis of business climates (conjunctures).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish a team of two individuals responsible of the "Note de Conjoncture";</li> <li>▪ Devise a methodology for the elaboration of socio-economic conjunctures;</li> <li>▪ Set up a network of focal points for the collection of required information for the elaboration of the quarterly notes de conjuncture;</li> <li>▪ Systematically collect all available information with a periodicity of less than a year from different structures;</li> </ul>	<ul style="list-style-type: none"> <li>▪ A unit in charge of statistics on business enterprises is in place within the COS;</li> <li>▪ Database on the activities of enterprises in the formal sector;</li> <li>▪ A working team in charge of revising the accounting plan;</li> <li>▪ Feasibility study to establish a unique identification of enterprises and companies.</li> </ul>

- Quarterly conduct mini-surveys on the production activities of enterprises and agencies of the formal sector as well as their employment (mainly for the calculation of index on industrial production);
- Follow up on the international economic climate by consulting appropriate internet websites and/or by subscribing to specialized international reviews;
- Constitute a database on economic and social conjunctures;
- Quarterly publish the **notes de conjuncture**.



### Priority area 6: Companies Statistics

#### Objectives:

- Create a database on businesses and companies of the formal sector;
- Supply information on the activities of the informal sector.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Organizing a census of business corporations/firms in collaboration with the concerned administrations (COS, ministry in charge of industry, commerce and handicrafts, ministry in charge of labor and employment, etc) and employers' unions;</li> <li>▪ Conducting a nationwide survey on the informal sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out a census of the activities of the formal sector;</li> <li>▪ Conduct a survey on the activities of the informal sector;</li> <li>▪ Update the corporate accounting plan;</li> <li>▪ Set up a companies' directory at the COS;</li> <li>▪ Conduct a feasibility study for a unique serial numbering of business corporations and establishments/institutions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A unit in charge of companies statistics is created within the COS;</li> <li>▪ Database on business corporations of the formal sector;</li> <li>▪ Database on the activities of the informal sector;</li> <li>▪ Statistical yearbook of industries;</li> <li>▪ A working team in charge of revising the corporate accounting plan;</li> <li>▪ A study on a unique identification model for business corporation and establishments/institutions.</li> </ul>

### Priority area 7: Civil Status

#### Objectives:

- Supply reliable statistics on civil status, and which should have high coverage rate.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Amendment of the (legal) texts to make compulsory the registration of all acts pertaining to the civil status (weddings, births, deaths, etc);</li> <li>▪ Systematizing the implantation of the Registry Offices at the lowest decentralized administration level;</li> <li>▪ Launching sensitizing campaigns (as a follow-up to the statistical week of November 2001, which has succeeded in drawing attention of political leader and civil servants at all levels of administration) on the importance of statistics on civil status.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Computerize the registration of all events relating to the civil status at local and national levels;</li> <li>▪ Increase the coverage rate of the civil status;</li> <li>▪ Set up a framework for collaboration between the COS and the MINALOC for analyzing and calculating indicators relating to the mortality, weddings and births.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Computerized forms for acts of civil status;</li> <li>▪ Quarterly or semi-annual bulletins on statistics of the civil status pertaining to weddings, births, divorces, and migration.</li> </ul>



## Priority area 8: Other Statistics

### Area 8.1: Statistics on external trade

#### Objective:

- Consolidate the productions of reliable statistical data on the country external trade.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>Consolidation of the production of these statistics;</li> <li>Strengthening the collaboration between the competent Customs and COS services;</li> <li>Consultation between the Department of Statistics (DSTAT), Customs' services and BNR in order to find solution on the data discrepancies in the statistics on external trade;</li> <li>Clarifying the responsibilities relating to the diffusion of statistics</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the control, and verification at the collection level of Customs' Declarations;</li> <li>Broaden the fields covered by the Customs' statistics by taking into account the maximum possible of declarations (in particular the 126 bis) through an ad hoc collection of these declarations and those from non computerized offices or through by networking them;</li> <li>Use the latest</li> </ul>	<ul style="list-style-type: none"> <li>Monthly statistics and indexes of external trade regularly produced and disseminated in accordance with the SGDD calendar;</li> <li>A permanent team is in charge of these statistics within the COS.</li> </ul>

on external trade to avoid the current incoherence.

- versions of SYDONIA and EUTRACE software;
- Work out the possibility of exploiting statistics from other relating customs' declarations;
- Strengthen the team in charge of producing these statistics, through the HRSSDC project of COMESA and in particular through continuing training.



## Area 8.2: Balance of Payments

### Objectives:

- Improve the quality of data on the external sector through a balance of payments elaborated in accordance with international recommendations;
- Improve the timing for the publication of the balance of payments in respect with the timing set by the SGDD.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Reinforcement of the bases for the elaboration of the balance of payments along with the working improvement of the national accounts;</li> <li>▪ Improving the coordination between different sources of data in order to harmonize the data whenever needs be and to supply meta-data relating to concepts and definitions of the balance of payments that would justify the differing of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuing the elaboration of the Balance of payments;</li> <li>▪ Submitting the Balance of Payments to the appropriate organ of coordination for observations;</li> <li>▪ Carry out complementary surveys necessary for consolidating the calculation bases of the balance of payments relating statistics;</li> <li>▪ Elaborate the balance of payments in accordance to the fifth Edition of the IMF Manual for Balance of</li> </ul>	<ul style="list-style-type: none"> <li>▪ A balance of payments published in conformity with SGDD calendar;</li> <li>▪ Detailed data of the balance of payments along with the national account needs.</li> </ul>

approaches leading to differences in data;

Payments of 1996;

- Complementary collection of data in order to elaborate the balance of payments in reference to recent international recommendations

## Area 8.3: Statistics on Public Finance

### Objective:

Supply qualitative statistics on public finance, in an appropriate format.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Modernization of the Public Accounting Plan;</li> <li>▪ Improving the collection of data on external financing;</li> <li>▪ Reducing the timing for the preparation and publication of reports on the consolidated budgets;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set up the SIBET system at the province and district levels;</li> <li>▪ Approve and implement the public accounting plan already elaborated by the services of the public accounting Directorate;</li> <li>▪ Organize and monitor accounts of projects managed within banks;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Table of the State's financial operations (TOFE) produced and publish in accordance with SGDD;</li> <li>▪ Largely detailed data along needs of the National Accounts;</li> <li>▪ Public Accounting plan;</li> <li>▪ Statistics in conformity with IMF manual;</li> </ul>



- In collaboration with BNR, organize and make effective the responsibility of CEPEX in monitoring capital expenditures that the Treasury is not legally held responsible;
  - Elaborate the statistics on public finance in accordance with the 2001 edition of the IMF Manual on public Finance;
  - Introduce the international nomenclature relating to public finance;
  - Publish tables on the State's (Public) Financial Operations as well as projection for the following quarter;
  - Strengthen the human capacities of the Public Accounts and Budget Departments;
  - Submit the computed statistics to the appropriate organization of coordination.
- Nomenclature of state financial operations.

#### Area 8.4: Statistics of Public Debt

##### Objective:

Improve the quality of statistics on the domestic and external public debt.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Establishing a good collaboration between BNR, RRA and the MINECOFIN as regards to data relating to public debt.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Observe statistics on debt within the coordinating agency in charge of public finances;</li> <li>▪ Organize CEPEX, in collaboration with BNR, for a more efficient monitoring of public debt.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A database on public debt comprising particularly flows of the domestic and external debt, past and projections of disbursements.</li> </ul>



### Area 8.5: Statistics of communication

#### Objective:

- Avail regular and qualitative statistics on communications.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Set up a statistical unit in charge of the elaboration of the statistics on communication;</li> <li>▪ Provide the unit with resources necessary for the execution of its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collect and exploit data from relating companies;</li> <li>▪ Exploit household surveys.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Database on statistics of communication.</li> </ul>

### Area 8.6: Statistics on Transports

#### Objective:

Avail regular and qualitative statistics on transports.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Set up a statistical unit in charge of elaborating statistics on transports;</li> <li>▪ Provide the unit with resources necessary for the execution of its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish and enforce a methodology for the elaboration of statistics on transports (identification of sources, conception of the collecting instruments, etc);</li> <li>▪ Collect data from existing sources;</li> <li>▪ Carry out mini-surveys on companies of transport and on associations of transporters;</li> <li>▪ Set up a database on the statistics of transport;</li> <li>▪ Prepare a quarterly bulletin on the statistics of transport.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Databases on road transport, air transport and transport on lakes;</li> <li>▪ Indicators relating to the economy of transportation;</li> <li>▪ Chapter on transport in the statistics yearbook.</li> </ul>



### Area 8.7: Statistics on Tourism

#### Objective:

Regularly avail reliable statistics on tourism.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>Set up a statistical unit in charge of elaborating the statistics on tourism;</li> <li>Provide the unit with resources necessary for the execution of its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Set out a repertory of licensed companies;</li> <li>Elaborate indicators and identify variables to be observed;</li> <li>Improve the content of documents for data collection (questionnaires and forms) to be processed by the police on boards and conceive documents for collection of statistics on tourism to be completed by agency providing accommodation facilities (hotels, etc);</li> <li>Organize meetings to sensitize and concert with concerned administration on the implementation of program relating to statistics on tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Database on tourism;</li> <li>Quarter or bi-annual publication in hard copy and electronic formats;</li> <li>Yearbook of statistics on tourism in hard copy and electronic formats;</li> <li>A well-trained team in charge of collecting and processing statistical data on tourism.</li> </ul>

### Area 8.8: Basic demographic Statistics

#### Objective:

Avail qualitative basic demographic statistical data.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>Regularly carry out surveys such as DHS, HLCS and QUID;</li> <li>Carry out a population census every 10 years;</li> <li>Strengthening the Civil Status' System.</li> </ul>	<ul style="list-style-type: none"> <li>Set up a database on demographic and social statistics from surveys carried out in this field;</li> <li>Transfer activities/function currently carry on by the National service for Census (SNR) to the COS as stipulated in the legal texts governing the SNR;</li> <li>Continue the analysis of the RGPH 2002 results;</li> <li>Assure there is compatibility between surveys by harmonizing the concepts and by utilizing a core sample drawn from the RGPH or sub-samples of this;</li> <li>Harmonization of materials for the collection of data on civil status;</li> <li>Training of staffs in charge of census of the different districts.</li> </ul>	<ul style="list-style-type: none"> <li>Demographic data (status and dynamic of the population, geographical distribution, structure, individual characteristics of the population, etc) and those relating to update and available household living conditions;</li> <li>Bases and databank relating to the access of these operations.</li> </ul>



### Area 8.9: Education

#### Objectives:

- Supply reliable statistics of education and training;
- Set up an Information System for Education.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Revising the questionnaires currently utilized in order to make sure that NPRP needs relating to education are dealt with;</li> <li>▪ Reinforcement of the materials and financial means of the Directorate of Planning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adapt the international nomenclatures;</li> <li>▪ Elaborate a schedule (calendar) for the collection and dissemination in conformity with the SGDD;</li> <li>▪ Collect data relating to informal institutions (of training);</li> <li>▪ Conduct a census on the number of pupils/students a month prior to the beginning of the school year;</li> <li>▪ Decentralize the processing of data at the district level;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Database of statistics on education at the MINEDUC level;</li> <li>▪ Databases decentralized at the province level;</li> <li>▪ Quarterly or bi-annual bulletins to be published in hard copy and in electronic format;</li> <li>▪ Statistical yearbook on education at the provincial and national levels;</li> <li>▪ National register of teachers.</li> </ul>

- Improve the computerization of procedures for the collection and dissemination of data;
- Use the GESEDUC software for the management of statistics on education;
- Establish a school map (list of schools);
- Process all the statistics at the district level;
- Set up a database at the central level and databases at the province level;
- Elaborate and disseminate a yearbook of statistics at the provincial level.



### Area 8.10: Health and Nutrition

#### Objective:

- Supply statistical information of good quality on health and nutrition.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Strengthening and extending the health Information System SIS;</li> <li>▪ Widening the fields covered by taking into account statistical data relating to clinics and pharmacies of the private sector;</li> <li>▪ Effective collaboration in the exchange of data between MINECOFIN, MINEDUC, MINALOC, MIGEPROFE and the MINISANTE;</li> <li>▪ Provide the DSIS, the health districts and prefectures with computer equipments and linking them in network.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set up a SIS on administrative basis;</li> <li>▪ Strengthen the skills or competences of the staffs of the DSIS in the analysis of data;</li> <li>▪ Taking into account the causes of deaths and data on chronic illnesses;</li> <li>▪ Elaborate a database of health statistics;</li> <li>▪ Elaborate budgets-time (use) to capture the work of women.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dashboards (control panels) in health institutions progressively set in place;</li> <li>▪ Quarterly bulletin on health information;</li> <li>▪ Database at the central and local levels;</li> <li>▪ Time-budgets</li> </ul>

### Area 8.11: Employment and Labor

#### Objectives:

- Avail data on employment in the public and private sectors and on unemployment;
- Avail statistics on labor.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Constitute a statistical unit in charge of elaborating the statistics on employment and labor;</li> <li>▪ Provide the unit with resources necessary to the execution of its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define appropriate methods for measuring employment, under-employment and unemployment;</li> <li>▪ Exploit data from the Civil Service (repertory of civil servants and staffs of the public service);</li> <li>▪ Exploit data on employment from the RRA;</li> <li>▪ Conduct a survey on employment following results of the recent population census (RGPH);</li> <li>▪ Exploit the results of survey on the informal sector (once conducted), as regarding issues relating to employment, unemployment and salaries.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Database of statistics on employment;</li> <li>▪ Database of statistics on labor;</li> <li>▪ A yearbook on employment and labor statistics.</li> </ul>



**Strategic Axis II: Make use of information technology as lever to the conservation, the accessibility of statistical information**

**Priority Area 1: Archiving and storage (Bank and databases)**

**Objective:**

- Insure an effective conservation, storage and archiving of data and statistical meta-data.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Making use of new technologies in the archiving of data.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create databanks of surveys;</li> <li>▪ Archive data and meta-data from past operations on CD-ROM;</li> <li>▪ Apply strict security standards, in particular by systematically constituting backups, which should be conserved in different places;</li> <li>▪ Establish libraries (centers of documentation) for the conservation and management of statistical information available in hard copy formats.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statistical databases;</li> <li>▪ Databanks of surveys;</li> <li>▪ Accessibility (to data) from servers;</li> <li>▪ Data (available) on CD-ROM;</li> <li>▪ Centers of documentation and archiving (libraries) established within statistical units;</li> </ul>

**Priority area 2: Dissemination**

**Objective:**

- Supply necessary information for monitoring and evaluating the poverty reduction strategy.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>▪ Implementation of the SGDD recommendations;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete the SGDD tables and publish them on the IMF notice boards related to the initiative;</li> <li>▪ Elaborate and publish handbooks or guidebooks of methodology in order to guarantee continuity of statistical activities and thus contribute in making these activities transparent, an element of quality as defined by the SGDD;</li> <li>▪ Publish handbooks of concepts and definitions used in the production of statistics as well as the nomenclatures;</li> <li>▪ Develop databases pertaining to the principal areas of statistics;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Databases of statistics accessible to users;</li> <li>▪ Related meta-data available at the COS for the safeguard of data from surveys and their future utilization;</li> <li>▪ Regular publication (of statistics) in various formats (website, CD-ROM, hard copies systematically and in floppy disks on demand);</li> <li>▪ Regular publication of statistical data in accordance with the SGDD calendar;</li> <li>▪ A website managed by the COS with the collaboration of other statistical units ; a management group of the site will be put in place, whose activities</li> </ul>



- Publish statistical data in accordance with the timing (calendar) set by the SGDD;
  - Publish statistical data in different formats possible, including on website of the COS.
- will consist in validating data to be published on the website.

### Priority Area 3 : Geographic Information System

#### Objective:

- Permit a visualization of the entire set of data essential for economic and social development on geographic basis in order to facilitate decision-making and monitoring the impact of policies at the geographic level.

Strategies	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Collaboration between the concerned services, in particular the COS, SNR, ONAPO, Poverty Observatory;</li> <li>• Setting-up a system, which can taking into account the existing situation</li> </ul>	<ul style="list-style-type: none"> <li>• Constitute a team within the COS;</li> <li>• Identify data sources and methods to be used;</li> <li>• Elaborate a work program by identifying the priority domains;</li> <li>• Seek technical support from UNDP, which has been involved under the project SIG for Rwanda;</li> <li>• Mobilise resources ;</li> <li>• Set up the appropriate geographic Information System.</li> </ul>	<ul style="list-style-type: none"> <li>• Database with geo-reference;</li> <li>• Thematic cards depending on domains.</li> </ul>

### Priority area 5: Communication

#### Objective :

Strategy	Activities	Indicators of performance
<b>Internal Communication</b> <ul style="list-style-type: none"> <li>• Putting in place infrastructure for transparent circulation of information within services of statistics;</li> <li>• Use of modern technologies of communication;</li> <li>• Promotion of team working in order to create synergy;</li> </ul>	<b>Internal communication</b> <ul style="list-style-type: none"> <li>• Define a policy of communication, particularly at the COS level;</li> <li>• Continue to hold meeting for coordination, thematic working groups, etc, and elaborate relating minutes;</li> <li>• Design an Intranet, in particular at the COS level;</li> <li>• Network the COS with its provincial services;</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of meetings and annual reports of activities systematically available;</li> <li>• Intranet at the level o COS;</li> <li>• Logo and corporate name of the COS easily recognizable;</li> <li>• Press communiqués issued when major statistical outputs come out;</li> <li>• Publication of a 2-side page newsletter;</li> <li>• Number of COS publications referenced in the medias.</li> </ul>
<b>External Communication</b> <ul style="list-style-type: none"> <li>• Clarifying the COS approach/policy of communication with the external world;</li> <li>• Targeting the media, which are amplifying agents of information;</li> </ul>	<b>External Communication</b> <ul style="list-style-type: none"> <li>• Create a unit in charge of relation with the medias;</li> <li>• Provide the COS with competences in communication that are permanent or in partnership with the State medias;</li> </ul>	



- Announce to the press the calendar for data dissemination;
- Elaborate and issue press communiqués on major statistical outputs;
- Create distinguishable symbols for the COS (logo, corporate name, etc);
- Elaborate plaques for the presentation of COS;

#### Axis 4: Build a critical mass of professional statisticians to sustain the development of the national statistical system

##### Priority area 1: Recruitment

###### Objective :

- Strengthen the capacity of the human resources of the statistical services

Strategy	Activities	Indicators of performances
<ul style="list-style-type: none"> <li>• Tying budget calendar</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the Human resources needs and put in place program for their recruitment;</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staffs recruited in conformity with identified needs and required levels of qualification.</li> </ul>

##### Priority area 2: Technical Assistance

###### Objective :

- Use of external expertise to fulfill the identified shortage, be it in terms of numbers or in terms of qualification of staffs of the statistical services in order to execute the work program of these services.

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Whenever needs be, call for technical assistance for the launching of the plan while waiting for the</li> </ul>	<ul style="list-style-type: none"> <li>• Assess needs of technical assistance;</li> <li>• Submit requests to partners able (and willing) to finance</li> </ul>	<ul style="list-style-type: none"> <li>• Number of technical assistants working with the services of statistics and meeting the</li> </ul>



strengthening of the human resources capacities of the statistical services;	external technical assistance;	required profiles.
<ul style="list-style-type: none"> <li>Guaranteeing there are effective transfers of knowledge or expertise;</li> <li>Hiring consultants for short time actions necessitating an expertise not available within in the country.</li> </ul>	<ul style="list-style-type: none"> <li>Put in place working teams within which the technical assistants will intervene in order to reach an optimal transfer of knowledge.</li> </ul>	

### Priority area 3: on-job training

#### Objective:

- Update/re-train the staffs of the services of statistics

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>Making use of all opportunities of training offered by specialized training centers;</li> <li>Organization of training sessions and workshops at local level.</li> </ul>	<ul style="list-style-type: none"> <li>Organize workshops to train professionals of the services of statistics and technical staffs;</li> <li>Permit the personnel of the services of statistics to participate in recycling (updating) courses organized abroad;</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient staffs of the services of statistics that are competent and updated on recent methods and trends in the work of statistics.</li> </ul>

	<ul style="list-style-type: none"> <li>Organize study tours that would permit officials of the statistical services to share and learn from best practices into force in other African countries;</li> <li>Facilitate Internet access to personnel of the services of statistics for their training.</li> </ul>	
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### Priority area 4: initial qualification

#### Objective:

- Provide the national statistical system with human resources that are capable of carrying out statistical works susceptible of responding to the demand of the country's official statistical data.

Strategies	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>Pursuing the training of staffs at schools of statistics, demography and information technologies;</li> <li>Implementation of alternative solutions to (the above-mentioned) training mechanism given the insignificant number</li> </ul>	<ul style="list-style-type: none"> <li>Reactivate the process for the re-opening of IAMSEA;</li> <li>Resume the activities of the Center for the training of assistant technicians of statistics (CFATS) in order to rapidly fill in the important deficit of this category of staffs within the COS. but</li> </ul>	<ul style="list-style-type: none"> <li>Well-trained and sufficient number of Graduates in statistics.</li> </ul>



of applicants who are admitted in those centers.

- Diversification of profiles within the services of statistics in order to fill in shortage of staffs by calling in graduates of related fields (mathematics, economics, geography, etc), and latter on provide then with supplementary training.

also to endow the services of statistics in line ministries with adequate staffs, taking into consideration the following alternatives of solutions:

- (1). Institute a department of statistics at the High Institute of Public Finance (ISFP) within the framework of the ongoing reform of the institution, for the training of statisticians at the A0 (Licence) level;
- (2). In case the above solution is not sustainable, consider the introduction of a post-graduate course (option) of statistics in the faculty of economics;
- (3). Define a program for ad hoc complementary training of graduates in mathematics, economics, and related fields, that could be carried through by an African center of statistics or Rwandan universities;

- (4). Make use of the potentialities for training in statistics offered by EASTC in Dar-es-Salaam for assistant technicians and by ISAE of the Makerere University, and for training in demography offered by RIPS in Accra;
- Systematically sign with the beneficiaries of scholarships agreements wherein they agree to work for the services of statistics at least for three to five years once they have completed their training (they have obtained their certificates).



**Axis 5: Provide the COS with material and financial resources necessary for its effective functioning.**

**Priority area 1: Budget allocation**

**Objective :**

- Allocate sufficient budget resources (credits) to services of statistics

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Plaidoyer for an efficient allocation of budgetary resources since statistics are public goods and different partners are continuously conditioning their assistance on the taking of measures for the sustainability of the national statistical system, including the use of domestic resources</li> </ul>	<ul style="list-style-type: none"> <li>• Take into account the costs of the plan' current activities in the drafts of the annual budgets for the years covered by the plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary lines allocated to the activities of statistics.</li> </ul>

**Priority area 2: Resources from partners**

**Objective :**

Strategy	Activities	Indicators of performance
<ul style="list-style-type: none"> <li>• Submission of the plan to partners, clearly indicating decisions taken by the government to facilitate its implement.</li> </ul>	<ul style="list-style-type: none"> <li>• Present the plan to partners;</li> <li>• Identify with the partners the activities they would provide financial support;</li> </ul>	<ul style="list-style-type: none"> <li>• Additional resources mobilized from partners.</li> </ul>



### **Part III**

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## **Some indications on the implementation of the Plan**



## C. Certain Indications for the implementation of the Plan

These intends to give guidelines to the implementation of lines of actions set above and referring to the different strategies identified in the plan, particularly in the area of institutional set up where major changes would take place.

### I. Strategic axe 1: Reinforcement of the institutional capacities

First of all, it is worth to notice that at least two competing options are possible for the organisation and management of units of the national statistical system.

- **First option:** the Central Organisation of the statistical system (COS) is provided with an autonomous status, with a Board of Directors (BD) to oversee it and only technical commissions help in the coordination of the statistical activities. Under this set up, the Board of Directors also acts as a “political” authority in place of a National Council of Statistics (NCS). The formula entails risk that issues relating to the management of the COS could overlap the real questions pertaining to the coordination of the national statistical system.
- **Second option:** The COS is an autonomous structure with a Board of Directors, but in parallel there exists a National Council of Statistics in charge of coordinating the statistical system.

**NB:** Under the two options, duties for the Chairman of the Board of Directors and those for the Director of the COS could be performed either by the same person or by two different persons. The choice for an option would largely depend on regulations into force in the country and on the choice between Anglo-Saxon and francophone system of statistics. In some countries with Anglo-Saxon traditions,

the person responsible for statistics at the national level is named “Chief Statistician” and could be recruited/appointed by the minister overseeing statistics or by the national assembly, in general for a determined term of office, limitedly or unlimitedly renewable.

Developments below are related to the second option. The intention is to make some adjustments on the missions of the Board of Directors’ mission in order to obtain proposals relating to the first option.

### I.1. Statistical Law

The law governing activities of statistics at the national level should clearly straighten out at least three principal questions: (i) the nature of the national statistical system, (ii) the obligations of the primary data suppliers, and (iii) the obligations of data producers.

In this regard, the law should encompass at least three chapters relating to: (i) the national statistical system and mechanisms for its coordination, (ii) the obligation to respond to statistical inquiries/surveys and (iii) the statistical confidentiality.

#### I.1.1. The National Statistical System

The National Statistical System should be comprised of: the National Council of Statistics (NCS), the Central Organisation of Statistics (COS), the units of statistics within ministries other than the COS, the Department for Research and Statistics at BNR, and all other agencies producing statistical data relating to the national program of statistics.

#### ▪ National Council of Statistics (NCS)

The NCS is an organisation body, with missions to guarantee the dialogue between producers and users of statistical data, the coordination of the statistical activities and surveys and the



elaboration and adoption of statistical programs. It will operate through plenary sessions and technical commissions.

It is in charge of: (i) defining orientations for the production of official statistics; (ii) approval of national programs of statistics, which are composed of a multi-annual program and an annual program of statistical activities; and (iii) reviewing issues relating to official statistics.

It is chaired by the Minister having jurisdiction over the COS or by his representative, who must be of higher level;

The secretariat of the NCS is in charge of preparing and executing decisions of the Council, the organisation of sub-commissions and sub-committees, and the information to members of the Council. The secretariat is performed by the COS.

The attributions, composition and the functioning modalities of the National Council of Statistics will be defined by a presidential decree.

#### ▪ **Central Organ of Statistics**

The COS should have an authoritative place in the national statistical system. The revision of its status will condition the precisions to be incorporated in the law.

#### ▪ **Units of statistics in line ministries and in other organisations producing statistical data relevant to the national program of statistics**

In general, most of ministries generate data, throughout their daily activities, which could be transformed into statistical data once systematically re-organised. These ministries in general encompass departments of planning comprising units of statistics. These units or

services of statistics form an integral part to the national statistical system. The same case holds as for certain other institutions producing statistical data for national use.

It is worth to mention here the specific case of the Central Bank, which has the responsibility to elaborate monetary and financial statistics and statistical syntheses such as the balance of payments, two major components of any country's official statistics. In effect, the Central Bank elaborates other statistics for internal use. In Rwanda, for clear reasons pertaining to difference in the working conditions between the COS and the department of research at the Central Bank, amplified by national historical context, the Central Bank publishes official statistical data, which normally should fall under the responsibility of the COS. The modernisation of the national statistical system would help to reverse the situation.

#### **I.1.2. Obligatory responses to statistical inquiries/surveys**

The intention is to clearly mention in the law that individuals and legal entities have the obligation to respond, with accuracy and within the fixed deadlines, to compulsory censuses and statistical surveys. The National Council of Statistics, through the seal of authorising visa, confers the obligatory character of surveys.

Any voluntary refusal to respond to inquiry, the submission of incomplete or falsified responses and the non-respect of deadline in the framework of these compulsory surveys, constitute a breach to the law, and the concerned individuals or legal entities will then be sentenced disciplinary sanctions for refusal to obey and/or penal sanctions. Payments of penalties do not dispense the contravener to supply the required information. Procedures for recognising infractions and eventually sentencing corresponding fines would be fixed by decree.



Finally, it should be indicated in the law that professional secrecy within the economic, financial, monetary, social and cultural domains is not binding to the official institution in charge of such surveys.

### **I.1.3. Statistical Confidentiality**

The confidentiality on the collected data is guaranteed as a counterpart to the obligatory responses. Data collected in the framework of mandatory surveys by units belonging to the national statistical system are protected by the statistical confidentiality obligation; that is, the dissemination of these data (and the dissemination of statistics calculated from them) should not permit any direct or indirect identification of the concerned entities.

The law should stipulate that the confidentiality obligation would not allow any exception in the case the collected data are related to private and family life of the surveyed entities.

Nevertheless, it may happen that this principle of non-identification could not be respected in the case of economic or financial data. In this case, the concerned entities should in advance be informed and in absence of an authorisation from them, an advisory opinion of the National Council of Statistics should be sought. In any case, these data should not be utilised for tax control or economic repression.

The disposition relating to the confidentiality of statistics also apply on data supplied by the administrative sources.

A presidential decree or a ministerial order will regulate the transmission of personal (individual) data obtained from mandatory surveys between different services of the national statistical system.

Moreover, the law should provide guarantees to surveyed entities: it should then stipulate that staffs of the national statistical system and other people involved in the elaboration of official statistics, who violate the statistical confidentiality obligation, are subject to sanctions for the violation of profession secrets.

## **I.2. The Central Organisation of Statistics**

The organisation and management of the COS are important aspects of the envisaged reforms for the development of the national statistical system. As indicated above, the COS shall develop into an autonomous structure; that is, an entity provided with a legal status and with an administrative and financial autonomy.

Legal texts into force do not provide for the grade of Director General. It is then important to find out what would be the appropriate titre that would be given to the function of the COS management. The same hold for the President Director General, in case the Chairman of the Board of Directors and the COS Director would be the same person.

Statutes of the COS will give precisions on aspects relating to the organisation's aim, denomination, home for head-office, financial year, capital, the functioning of the Board of Directors, responsibilities of the person who will be in charge of the management, the modalities of control and the regime governing the personnel of the COS.

### **• The Board of Directors**

A Board of Directors (BD), whose missions are to define the general policy and control the management, will administer the COS. Members of the Board of Directors will be appointed, for a 3 year renewable term of office, by a Presidential decree following proposal



from the Minister having jurisdiction on statistics. Members of the Board will elect a Chairman among themselves for a renewable term of office not exceeding his term of office as member of the Board of Directors.

Members of the Board of Directors will essentially comprise representatives of the ministry having jurisdiction on activities of statistics, line ministries producing statistical data, the BNR, the main users of statistics and concerned institutions of learning (and researches).

The Board of Directors' functions include: (i) devise and supervise the implementation of policies, (ii) approve the working programs and budgets of the COS; (iii) recruit and determine the remunerations of personnel, including the COS highest management, (iv) control the management of the COS; (v) discuss all other important issues pertaining to its mandate.

These propositions will be adjusted in accordance to legal provisions and regulations regarding the autonomous structure that will come into force.

One or two accounting assessor(s) (commissaires aux comptes), jointly appointed by the technical and financial parental authorities, in this case the Ministry of Finance and Economic Planning, will assist the Board of Directors to perform its control function. Activities of the COS will also be subjected to other legal dispositions and regulations into force regarding organisations of the same structure.

### • *Structure of the COS*

Due to the lack of resources, particular human resources, the current DSTAT operates under a structure, which has never been effectively operational if compared to its initial organisation.

The proposed structure should take into account the users' new needs and lessons learnt from the functioning of the current structure. Its new structure assumes new management requirements. The reason why it is proposed that quality-approach be initiated within the new structure. Some principles, pertaining to the quality-approach as recommended by the International organisation of standards, are summarised below:

### □ *Principles of the quality-approach*

#### Principles of the quality-approach

Principles for the quality-approach have been utilised throughout the process for the elaboration of the plan and are expected to hold during the implementation of the plan, particularly regarding the future Central Organisation of Statistics.

- P1: Orientation client / users;
- P2: Leadership
- P3: Involvement of the personnel;
- P4: Process-based approach
- P5: Management By approach-based system;
- P6: Continuing improvement;
- P7: Evidence-based approach in decision-making
- P8: Valuable mutual relationship with the suppliers of Data;

### ■ *Focus to client*

Supply of statistics must respond to an effective demand. The reason why the

Source: ISO 2000.



process has been launched by giving to the main users an opportunity to express their current and potential needs.

### ▪ **Leadership**

Among the factors for weaknesses of the African Systems of Statistics is the absence of leadership. Policy-makers that establish the finality and orientation of the statistical organisation should be persons with high profile to carry out the task; that is, people who have a vision, are able to clearly identify the objectives of the NSS, create and maintain an internal environment through which the personnel shall completely be involved in order to met the objectives mentioned above.

### ▪ ***Involvement of the personnel***

The participative principle has been retained throughout the process for the elaboration of the plan. This approach would be more important during the implementation of the plan and in the management of the future COS whereby all available talents would be utilised in order to create synergies for the benefit of the services of the statistics.

### ▪ ***Process-based approach***

It is an overwhelming principle that “better results/outputs are efficiently achieved if the needed resources and activities are managed in a process manner”. The services of statistics should learn from this experience.

### ▪ **System-based approach for Management**

In the same order, it is well known that «identifying, understanding and managing processes as if there were systems helps an organisation to effectively and efficiently achieve its objectives”. This perfectly fits into the case of statistical organisation.

### ▪ **Continual improvement**

Continual improvement of the overall performance of the national statistical system will be retained as a permanent objective of all components of the national statistical system. The General System for Data Dissemination (SGDD) of the IMF also retains this as a core principle.

### ▪ **Evidence-based approach in decision making**

“Effective decisions are based on the analysis of data and information”. This credo, which is also adopted by the PARIS21 consortium, sufficiently justify the current consensus on the necessary promotion of statistics for decisions on pertinent economic and social policies, and for the effective monitoring and evaluation of strategies for the reduction of poverty (reference: declarations of the World bank and regional development bank at Monterrey).

### ▪ **Valuable mutual relationship with suppliers of data**

The suppliers of data are often data-users also, even if this is done through different types of aggregation of data. The reason why producers and suppliers of data are interdependent, so have the interest to cooperate in order to produce high quality of statistical outputs, the final objective of their activities.

### □ **Organisation of the work**

The proposal below combines organisational criteria by domains and functions of statistics. The proposal takes into account all aspects that should be covered by a COS. However, given the availability of resources, its implementation could be progressive even though the organisational chart could be approved by now:



## Department of Finance and administration

The department will comprise:

- A division in charge of: (i) administrative issues, particularly the relationship with the Board of Directors, (ii) financial issues, important in the context of financial autonomy of the COS;
- A division in charge of: (i) management of staffs, and (ii) training.

It is important to notice that there is necessity to have a unit for internal audit within this department or directly under the management of the COS.

## Department for Standards and Methods

The Department will comprise of:

- A division in charge of: (i) planning of all activities, (ii) the coordination of statistics in collaboration with the National Council of Statistics;
- A division in charge of: (i) standards and statistical systems, and (ii) methodologies for surveys.

## Department for Demographic and social statistics

The department will be comprised of:

- A division in charge of demographic statistics with two units respectively in charge of: (i) statistics on population from General Census of Population and Housing (GCPH) – this unit will be in fact the SNR once its transfer is completed, (ii) data on civil status.
- A division in charge of social statistics covering the following domains: (i) statistics on employment and labour, (ii) statistics from Household Living Conditions Surveys, in particular relating

to households' revenues and consumptions, (iii) other social statistics: education, health and nutrition, internal security, housing and environment, etc.

## Department for Economic Statistics

The department will be comprised of two divisions:

- A division in charge of economic aggregation/synthesis: (i) Economic conjunctures (Business environment), (ii) national accounts, (iii) overall economic studies;
- A division in charge of: (i) system for statistics on companies/enterprises, (ii) price indexes, and (iii) statistics on external trade.

## Department in charge of processing, storing and disseminating data

The department will be comprised of:

- A division in charge of: (i) editing and processing of data from surveys, in a close collaboration with units in charge of these surveys, (ii) the management of data banks and databases, (iii) geographical mapping and geographic information system (GIS), (iv) maintenance of equipments;
- A division responsible for: (i) printing/editing and publication of data, (ii) dissemination and relation with the press and public (a info-services window), (iii) documentation and archiving.



## Provincial Services

Different provinces would have statistical services under the direct supervision of the COS authority for reasons relating to the nature of the statistical operations.

### I.3. The Coordination

The coordination of the statistical system put into plays the legal and regulatory framework, stakeholders and technical instruments. A decree implementing the statistical law will provide the basis, and give precision on the composition of the coordinating structure and its functioning modalities. As regards to technical instruments, their availability will need carrying out complex works to adapt tools elaborated at the international level and investigations on methodologies at the national level.

#### • Legal and institutional Instruments

This is the issue of (legal) texts governing the institutions of the coordinating structure and those regulating their organisation, composition and functioning modalities.

The coordinating structure generally presents several levels of authority; at the one hand there is the “political” level and at the other, there are technical authorities, which can take different appellation depending on countries. In the present case, it is proposed to talk about the National Council of Statistics.

## Missions:

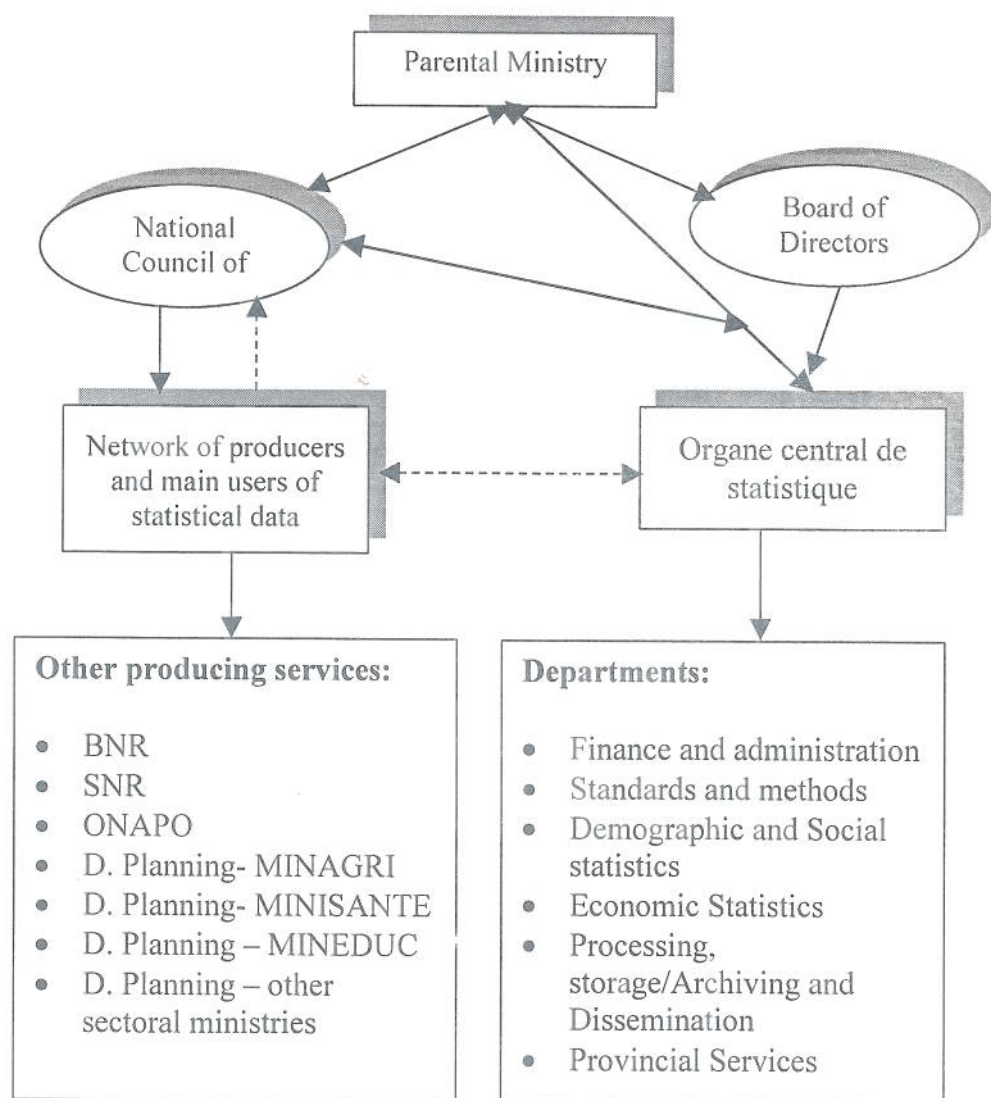
The missions of the coordinating structures may include the following:

- Dialogue between producers and users (of statistics);
- Coordination of statistical activities and surveys;
- Assessment and approval of short and medium-term programs for statistical surveys and annual programs of statistical activities.

## *Composition and functioning modalities for the NCS:*

The attributions, composition and functioning modalities of the National Council of Statistics will be determined by a presidential decree.





The NCS brings together representatives of ministries and public establishments, professional and workers' unions, professional associations, the national, regional and local assemblies where they exist, universities and qualified individuals.

Permanent members of the NCS are appointed through a ministerial order issued by the Minister having jurisdiction on statistics for a 2-year renewable term of office. Substitute members are appointed in the same conditions. Any member who loses the quality, on the basis of which he was appointed, immediately ceases to belong to the Council. His substitute is appointed for the remaining time of mandate.

### • Plenary Assembly

The assembly, designated as the «political» authority of coordination, brings together all members of the NCS. It has a consultative role, and gives out public rulings. It generally meets once a year on invitation of its president.

It discusses programs and all issues pertaining to official statistics, gives out rulings, establish the list of surveys to be conducted, which must be published through a ministerial order.

The operations retained by the NCS must respect a number of criteria:

- 1) Purpose: the operation must respond to a demand of information of general interest;
- 2) Its place within the national statistical system: not duplicating other operations;
- 3) Priority: lying within the medium-term objectives of the studied field.



### ***The Technical Commissions:***

Permanent technical commissions by the main groups of statistical areas will be set-up. The following regrouping is being proposed: macroeconomic framework and conjuncture, information system on agriculture statistics and food security, social statistics and indicators for poverty monitoring, databases.

Non-permanent ad hoc commissions could be created within such fields as: nomenclatures, communication, etc.

The commissions will have functions such as: (i) to advise on the priorities and on the future users' needs; (ii) to monitor the respect of norms and standards in the elaboration of different data and statistical syntheses in conformity with international, regional and sub-regional standards; (iii) to provide an appreciation on the results of the statistical syntheses and outputs of surveys before their dissemination; (iv) prepare and submit report to National Council of Statistics on their working fields.

Members of these commissions are appointed by the management of the COS on the basis of their competences and professional experiences in the concerned (statistical) domain. The chairman of each commission is appointed by a ministerial order fixing the implementation modalities of the decree relating to the creation of the National Council of Statistics. The parental ministry can appoint any other member it believes could bring in valuable contribution to the works of the commissions.

The commissions meet quarterly on the date and at the place determined by their respective chairmen. Nevertheless, whenever need be, an extraordinary meeting may be convened at any time on a relatively short notice.

### **Commission for macroeconomic framework and conjuncture**

The following domains fall under the competence of this commission: conjuncture, national accounts, balance of payments, statistics on public finance, monetary statistics, companies' statistics, and statistics on prices. The commission is composed by representatives of the following services: COS, BNR, Macroeconomics, Budget, Industry, Strategic Planning and poverty monitoring, Rwanda Private Sector Federation.

### **Commission for basic sectoral statistics**

Domains falling under the competence of the commission are: Agro-pastoral statistics, statistics on silviculture, fishing, industry, handcraft, domestic trade, transport, telecommunication, meteorology, hydrology, environment and other services. Representatives of the following services compose the commission: COS, MINAGRI (Planning, Agriculture, animal husbandry), MINICOM, MINITRACO, MINITERRE.

### **Commission for Social statistics and poverty monitoring indicators**

The domains falling under the competence of this commission for demographic and social statistics are the following: basic demographic statistics, statistics on education, health, employment, housing, sport and culture. Representatives of the following services compose the commission: COS, ONAPO, MINALOC, MINEDUC, MINISANTE, CSR, Strategic Planning and Poverty Monitoring.



## Commission on Databanks and databases

The Commission for databases will supervise: (i) accounting of databases in order to permit necessary linkage (integration) between them for optimal utilisation and rational allocation of resources; (ii) effective and user-friendly accessibility to data by all. Representatives of the following services compose the commission: COS, Strategic Planning and Poverty Monitoring, BNR, MINISANTE, MINEDUC, RITA, Private Sector Federation.

### Factors for risks

- CNS not properly functioning
- Conflict of competence between the President of the Board and COS Managing Director

### • Technical Instruments

It is a set of conceptual and methodological tools, which can be grouped as follows: collection of statistical concepts and definitions; (ii) *classifications*; (iii) statistical systems.

#### ○ Concepts and definitions

They do not really appear in any collection, but rather in manuals of the statistical system described above. The question is to give precision on their content when needed, in order to comply with national context and have the concerned implementers of the NSS understand them better.

#### ○ *Classifications*

Statistical investigation deals with ideas, events, objects and people in a big number. Handling their statistical data requires the latter to be organised in a way enabling to determine the similarity of the objects under investigation. In other words, the organisation and presentation of data and their analysis require tools enabling the achievement of that objective.

*Classifications* constitute one of those tools. The question is to significantly and systematically categorize those investigation objects in a sequential, articulated and hierarchic format. That sequential and hierarchic format will use alphabetical or numerical codes.

The most common, whose use is internationally recommended, are:

- The Geographic Code;
- The International Classification type per activities (CITI) ;
- The Products Central Classification (CCP);
- The commodities description and harmonised recording system, commonly known as Harmonised System (HS);
- Classification of Individual Consumption by purpose (COICOP) ;
- Employment Status International Classification (CISE);
- Profession Type International Classification (CITP);
- Education Type International Classification (CITE);
- Diseases and Health Problems Statistical International Classification (CIM).

The question is to adapt them to the Rwanda situation and make them a reference for all producers of statistics. It is in this respect that a proposal has just been made to adapt the COICOP and CCP in the works on harmonised consumer price index and national accounts respectively.



Considering the level of the country's development and specificity of craft production and *skills*, some classifications will be detailed for some items as compared to others. Relevant adjustments should therefore be made to reflect the country's real situation.

### o Statistical Systems

These are methodological framework, which enable to elaborate statistical categories. They are methodological syntheses of the most progressive practices in concerned fields. They are elaborated under the responsibility of concerned international organisations. The illustration of such collaboration is the 1995 Revised National Accounting System.

In this regard, there are many statistical systems of which the most important deal with:

- ❖ National accounts (The United Nations National Accounting System, the EUROSTAT, IMF, World Bank, OCDE, the 1993 Edition);
- ❖ The Balance of Payments (The IMF Balance of Payments Manual, 5<sup>th</sup> Edition, 1993);
- ❖ The Public Finances Statistics (IMF Public Finances Statistics, the 2001 Edition);
- ❖ Monetary and Financial Statistics (IMF Monetary and Financial Statistics, the 2000 Edition).

The description of NSS situation indicates that producers are far from having implemented those systems as a whole. This is a long-term job-taking, exactly when one considers NSS situation, and because statistical syntheses require basic statistics, which are not always available or which are adequate in case they exist.

## II. Strategic Line 2: Increasing the quantity and improving the quality of statistics production

For the sake of pragmatism, it has been decided to carry out together with plan elaboration, three consultations on prices, national accounts and agricultural statistics. Indeed, these are the fields, which have been mostly focused on during the launching seminar. The main findings from the discussions thereon are indicated further.

### II.1. Prices, National Accounts and Agricultural Statistics

#### 1. Prices

##### New prices index

In the framework of the development strategic plan of national statistics system and along with the designing of that plan, a methodology to produce a new price index has been conceived following Government's urge to see that issue addressed. The implementation of the new consumer price index (CPI) consists in five phases of tasks executed by the current DSTAT and BNR with the help of a Consultant.

#### Phase 1: Preparation Phase

The preparation phase comprised the following activities:

- o Definition of index's general and specific objectives;
- o Analysis of old index and identification of that index's positive aspects, which can be considered in the new index (tables to be published, list of sales outlets, procedures for average calculation, etc.);



- Identification of EICV data and information to serve as inputs for the new consumer price index (CPI): expenses data (in Rwandan francs) by detailed categories of products and by province (and following urban and rural areas); the content and description of the products detailed categories (that requires also the reading of EICV Questionnaire and the Interviewers' Instructions Manual);
- Evaluation of the old index's EXCEL spreadsheet to verify at what extent some of its functionalities can be considered in the calculation of the new consumer price index (CPI). As the EXCEL procedure used today by the DSTAT is neither automated nor secure, it has been totally rejected.

**Phase 2: Analysis of households consumption expenses and elaboration of the corresponding classification**

The phase 2 comprised the analysis of HLCS households consumption expenses in order to: (i) design a classification of households consumption functions from COICOP (**Classification of Individual Consumption by Purpose**) ; and (ii) to calculate the new index weightings. The following tasks have been carried out to that effect:

- Establishment of an initial table of correspondence between COICOP categories and HLCS's products detailed categories;
- Identification of COICOP categories to be combined or subdivided into elementary categories in order to elaborate a Rwanda reference classification draft;
- Improvement of the table of correspondence between the classification draft and HLCS's products detailed categories;
- Creation of a households expenses crossed table relating to the categories of classification draft.

- Transformation of that expenses table into province and national weighting tables as well as into province expenses proportions. Expenses proportions were calculated for rural and urban areas and with regard to a whole given province, as well as for the 12 provinces with regard to the whole country. Two categories of weighting tables were obtained: vertical weighting structures that serve in the hierarchical incorporation of a given area's index (rural area, urban area, province, the overall country) on one hand, and horizontal weighting structures which enable to combine the indices of a province's rural and urban areas to obtain that province's categories indices, and to combine the provinces' categories indices in order to obtain the categories indices of Rwanda as a whole.

**Phase 3: Sampling phase: CPI basket and sales outlets sampling**

Phase 3 consists in an as much as possible precise description of products, which the new CPI basket will be composed of. The comparability and identity principles of products have been considered to ensure that every item is exactly identified and without any ambiguity of places (different sales outlets or different provinces) and periods. Three related tasks have been achieved:

- Establishing an initial basket and identification of categories without products and products whose definitions were not "efficient";
- Designing a sales outlets and new index products identification *light* survey;



- Elaboration of a 70-page detailed questionnaire enabling to note the new characteristics of products and select sales outlets all over the country.

#### **Phase 4: Development of CPI Methodology**

Very detailed principles and methodology of the new Consumer Price Index have been defined and presented to Statistics Directorate (DSTAT) and BNR agents in a pedagogical way enabling their understanding them on one hand, and facilitating them to develop a user-friendly software.

The methodology deals with among other aspects: (i) classification; (ii) calculation of average prices and elementary indices; (iii) aggregation of indices; (iv) calculation of provinces and the whole country (Rwanda)'s indices; (v) products disappearance and appearance; (vi) products replacement; (vii) quality problems; (viii) basic period and corresponding basic prices; (ix) linking of indices series, etc.

The following works have been realised in this regard:

- Methodology elaboration;
- Training Statistics Directorate (DSTAT) and BNR agents in that methodology.

#### **Phase 5: Developing the corresponding (correspondent) software**

An EXCEL application for index calculation shall be developed.

#### **Phase 6: Validation and launching the new index**

The CPI classification and basket preliminary projects and weighting structures have been examined in light of the methodology, in the framework of working sessions of BNR and the current DSTAT agents with the Consultant.

However, the Consumer Price Index (CPI) basket will be improved on basis of the findings from the identification *light* survey of sales outlets and products.

Following are the activities to be carried out:

- Finalisation and validation of: (i) classification of households consumption functions (NORCOM: Rwandan Classification of Households Consumption Functions); (ii) the new index basket; (iii) weighting vectors;
- Realisation of the identification *light* survey of sales outlets and products;
- Prices collection in the framework of the new index. The prices collected during the base period (June-August 2002) will be used as basic prices until 2004 when the 2003 prices will be considered as basic prices, and indices calculated consequently;
- To calculate price indices and link old index series with the new index series;
- To publish indices and put them at the disposal of users.

## **2. National Accounts**

National accounts occupy a very important place in the country's economic management. In addition to the fact that it enables to calculate economic growth, the Gross Domestic Product (GDP) is used to define most of economic ratios. This explains the extent of



priority given to that field which has justified the launching of a specific project during the elaboration of the plan to improve GDP estimates for a year of reference.

### **Phase 1: GDP estimates for a year of reference**

The following activities are to be undertaken:

- To estimate agriculture production on basis of the findings from the 2000 annual agricultural survey instead of the usual crops forecasts;
- Adaptation to Rwanda realities the products central classification;
- To establish the balance between resources and uses of goods and services by particularly using EICV results, foreign trade and Rwanda Revenue Authority data, as well as any other available information;
- To estimate the 2001 GDP.

### **Phase 2: Renewing the calculation bases**

It is the question of taking the advantage of all operations which improve the calculation bases of aggregates and national accounting, and which will be realised over the period covered by the plan. The following activities shall be achieved:

- To continue the surveys with industrial enterprises;
- To realise a basic survey on informal sector;
- To carry out *light* surveys on some informal sector's sub-sectors;
- To conduct an economic activities census;
- To update the enterprises accounting plan and implement it;
- To introduce a unique tax declaration system;
- To set up a unique registration system of enterprises.

### **Phase 3: Complete National Accounts**

It is the matter of progressively producing other accounts that the GDP and its uses. The following will be done to that effect:

- To continue in improving the estimates of the 2001 reference GDP;
- To calculate the Gross National Product and other indicators;
- To elaborate sector-based accounts and other institutional sectors;
- To elaborate satellite accounts and/or a social accounting matrix.

## **3. Agriculture Statistics**

As it is with prices, particular attention must be given to that field, and specific proposals indicated below have been made following the analysis of agriculture statistics situation. They are summarized in a series of activities grouped into phases.

### **Phase 1: Refocusing the information System on the real demand**

A consensus was reached concerning the demand to be met by the system. It is about:

- The follow-up of short-term food situation;
- The follow-up of agriculture products supply markets;
- Field studies;
- Food security;
- Rural poverty alleviation;
- National accounting;
- Primary sector planning strategy.



## **Phase 2: Adapting the institutional framework**

The experience in many African countries shows that the definition of an adequate institutional framework is of prime importance as it ensures efficient and sustainable functioning of agriculture statistics systems. Urgent decision must therefore be taken considering the present situation, i.e. the end of the projects, which were until now enabling to carry out nation wide agriculture surveys.

### **Scenario 1: Keeping the status quo**

At that level many scenarios are envisaged. The first is keeping the status quo. That situation has until now enabled to cope with urgent needs of data and to fill a little bit the gap created by the 1994 events. However, the quality of a part of information supplied has most of time been questioned. This is what justifies today's efforts to rehabilitate that information system.

### **Scenario 2: Transfer of agricultural activities to COS**

Today's lack of statistics-qualified human resources at national level and an optimal utilisation of those scarce resources constitute the arguments in favour of this scenario. However, there are real constraints, of which the risks of duplication, that is the multiplicity of data in case the OCS does not give necessary priority to agriculture statistics. The time of response could therefore be uncertain with regard to urgent needs of those sector managers.

### **Scenario 3: DSA Rehabilitation**

It is the matter of rehabilitating the DSA, with the centralisation of statistics function in that structure, possibly with the raising of its hierarchical level within MINAGRI.

That scenario is similar to the situation before 1994 whose functioning has proved to be efficient. Its advantage is the proximity to data production with regard to those sector managers, which facilitates consultations before making urgent decisions and the capitalisation of experiences. However, the major constraint of this scenario is the risk of not endowing the structure with adequate resources.

## **Phase 3: Human resources endowments**

Account taken of today's lack sufficient and qualified personnel to deal with agriculture statistics within MINAGRI, exceptional efforts must be made to *reorganize* human resources, notably by:

- Integration of DISA projects personnel at the end of those projects ;
- Recruitment of additional staff so as to attain the level before 1994. It is the question of recruiting in priority about 10 statisticians, computer scientists and agro-economists;
- Personnel training.

## **Phase 4: Development of methodologies adapted to Rwandan context**

In order to maintain the statistics production recurrent costs under control, greater importance must be given to the following actions:

- A better use of administrative statistics;
- A better integration of forecasts and final evaluations in the framework of an agriculture survey with a part of crops forecast;
- A scientific evaluation of methods under FSRP testing and other methods tested in other African countries, such as the use of GPS to measure the surfaces and appeal to peasants'



interviewers, as well as the extension of methods deemed reliable and efficient.

#### **Phase 5: Creation of a data base on agriculture statistics**

The development of existing data supposes that they are accessible. That passes through the following actions:

- Collection of all the sector's existing data;
- Their storage and organisation in a database.

#### **Phase 6: Sounding base for rural sector surveys**

The achievement of the 2002 population and habitat general census (RGPH) offers a scarce opportunity (every ten years) to dispose of a low-cost sounding base for rural sector in particular. The addition of questions specific to rural sector in the present census, without excessive additional cost, enables to improve the sounding base.

#### **Phase 7: Realisation of an annual agriculture and crops forecast survey**

It is the question of using the 2002 population and habitat general census (RGPH) and the FRSP experience to achieve a yearly agricultural survey comprising the crops forecasts. Specific modules varying following the years could be introduced in the survey. \*\*

#### **Phase 8: Constitution of an information system on rural markets**

#### **Phase 9: Realisation of basic and reference surveys**

It is proposed to undertake basic and reference surveys provided in different projects and programmes, notably the project financed by the World Bank, the "Rural Sector Support Project".

#### **Phase 10: Achieving a national census on agriculture**

As indicated before, the drastic changes in rural world resulting into structural changes render obsolete the pre-war reference parameters.

## **II. 2. Other components**

### **1. The overall economic situation**

Given the absence today of overall economic bulletin in official publications, it is proposed to deal with the ten main themes in the document to be conceived, each of those themes constituting a chapter of that document.

#### **• International environment**

It will be mainly the matter of examining the economic growth, inflation, and unemployment and interest rates of OEIC countries and raw materials prices to assess the international economic situation.

The sub-regional countries and Rwanda's main economic partners situation will also be examined to evaluate better the impact of their situation on Rwanda

#### **• Primary sector**

This part will cover various aspects following the quarter and the nature and state of speculations cycle as well as seasons so far as



agriculture is concerned. Other data regarding other sub-sectors will depend on available data.

### **Proposals of topics to be covered by the bulletin on the overall economic situation**

- International economic environment
- Primary sector
- Secondary sector
- Foreign trade
- Prices
- Public finances
- External debt
- Money and credit
- Employment

#### **• Secondary sector**

The industrial production index calculated on basis of the light quarterly survey to be put in place would be analysed under this part.

Data regarding production factors such as electricity for which easily accessible infra-annual data exist will also be dealt with in this part.

#### **• Tertiary sector**

This part could comprise data relating to different movements of goods and flows of people travelling by air and by road, in case these data exist and if they are infra-annual.

#### **• Foreign trade**

Imports and exports of main products will be followed-up on a quarterly basis. The first quarterly overall economic situation

bulletin could also contain imports and exports prices indices for the year that has just ended.

#### **• Prices**

That part deals mainly with the analysis of households' monthly consumption price index and the exchange rate of Rwandan franc. Agriculture prices could be dealt with in this part in case the primary sector concerns only indicators regarding seeds, crops forecasts, production and pluviometry, etc.

#### **• Public finances**

It is the question of allowing a follow-up of Government budget execution, and more generally the execution of Government financial operations as described in the Table of Government financial operations (TOFE).

#### **• External debt**

The debt service and outstanding debt follow-up by nature and by creditors could be dealt with in a separate section in case the Public Finances section concerns only the follow-up of Government income and budget expenses.

#### **• Money and credit**

This section will examine the interest rates and monetary situation.

#### **• Employment**

This section could be introduced in the overall economic situation bulletin as soon as data are available.



## **Part Four**

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## **Annexes**



## **Part Four**

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## **Annexes**



### **Annex 1:**

#### **THE PROCESS FOR THE ELABORATION OF THE DEVELOPMENT STRATEGIC PLAN OF THE NATIONAL STATISTICS SYSTEM**

##### **Guiding principles:**

The strategic plan was prepared according to the following guiding principles:

- A holistic approach concerning not only the Statistics Directorate, but also the whole national statistical system;
- A participative approach involving all national statistics system implementers in the framework of a seminar of the launching of the process and works teams duly constituted;
- International experts facilitators whose support is useful where necessary for the process.

##### **Objectives:**

The plan's elaboration process main objectives are:

- To develop interdependence between national statistics systems components and the necessity of a coordination of their activities;
- To arouse the awareness of the importance of basing policy and programme formulation, as well as their follow-up based on concrete data for the sake of transparency, responsibility and efficiency in macroeconomic and social management;
- To establish necessary partnerships between different national statistics system implementers;
- To create networks for statistics information sharing, through a better use of information and communication technologies;

- To build institutional and human capacities necessary for statistics development both at centralised and decentralised levels.

##### **Phases of the process:**

The process was developed in three phases:

**Phase 1:** The first phase consisted in:

- A series of meetings between international experts and the main national statistics system implementers;
- Organisation of a seminar to launch the elaboration process of a development strategic plan of national statistics system.

**Phase 2:** The second phase concerned the preparation of the plan by three multi-disciplinary teams from different institutions. That phase was developed in two steps :

- The first aimed at assessing the existing situation on basis of the seminar findings;
- The second step consisted in making proposals of alternative solutions and action plans.

**Phase 3:** The third phase was devoted to the synthesis team works, the finalisation and official validation of the designed plan.

The plan thus designed will serve as reference for future actions in the field of statistics, and will be presented to national statistics system partners for the financing necessary for its implementation.



## Organisation of SPDNSS preparation works

The works were done by thematic groups teams and were coordinated by a national coordinator with the help of a national secretariat.

### National Coordination

The national coordination is 'a technical decision-making *authority* aiming at the achievement of the objectives assigned to different teams.

### National Secretariat

The National Secretariat acts as national coordinator adviser and provides necessary support in all activities falling in his/her responsibility. It serves as a link between the teams to facilitate the national coordinator's supervision mission.

### Work Teams

Three multi-disciplinary teams grouping different institutions have been entrusted with the preparation of the Plan. They were helped in their works by national consultants all along the process, and selectively by international experts.

#### Team I: Poverty and households living conditions

The first team dealt with the conditions of production and use of poverty and households living conditions statistics. The areas covered are: population, education, health and nutrition, employment, social protection and housing, income, households' consumption and budgets.

#### Team II: Macroeconomic framework and sector-based policies

The second team focused on macroeconomic statistics issues and sector-based economic policies. The examined fields are: national accounts, public finances, monetary statistics, foreign trade and balance of payments, agriculture, animal husbandry, forestry, fishery, industry, crafts, mines and energy, transports, telecommunications, tourism and *Buildings and Public Works* (BTP), environment and good governance.

#### Team III: Institutional aspects

Finally, the third team had to define all institutional aspects, namely: the statistics activities legal basis, the central organic structure, information and communication technology statistics, human resources and training, material and financial resources.

#### Teams terms of reference

Each team was entrusted with the following activities:

- To make an inventory of essential needs in data regarding the considered field;
- To describe the existing system of data production at national level, by evaluating the extent of essential needs satisfaction;
- To highlight the constraints which cause inadequacy of production with regard to needs;
- To propose short and mid-term solutions enabling to remove those constraints, and which are likely to improve the whole production and diffusion system of basic information and the country's derived indicators;
- To propose specific dispositions that can serve as legal and institutional framework to those solutions;



- To provide any other recommendation deemed important;
- To design a plan of specific actions for the implementation of the strategic plan.

### Documents to be drafted

Each team drafted two documents relating to the assessment of the existing system and solutions as well as recommended actions. The synthesis of those documents was done in form of two reports entitled: "The Situation Analysis" and "The Development Strategic Plan of National Statistics System".

### Annexe 2:

## Indicators for the monitoring of the NPRP

Indicators of performances	Sources
<b>Health and nutrition</b> Life Expectancy at birth Infant mortality Child mortality Maternal mortality Malnutrition Vaccination Coverage Births assisted by qualified staffs Rate of use of contraception Incidence of HIV Rates of utilisation of health facilities Rates of satisfaction for the health services	GCPH (RGPH) DHS DHS DHS DHS, QUID DHS, QUID DHS, QUID DHS, QUID DHS, QUID QUID
<b>Education</b> Literacy rate for adults of more than 15 years old by sex Level of education (education standards) Schooling rate Drop out rate Repetition rate Satisfaction rate	GCPH DHS, QUID QUID QUID QUID QUID
<b>Revenue /Consumption</b> Incidence of Poverty/ intensity / level of severity for targeted groups Unemployment rate	HLCS HLCS, QUID



Budget-time (population's time use)	HLCS, QUID
Agriculture productivity	Agriculture survey
Utilisation of fertilisers	Agriculture survey
Access to extension services	Agriculture survey
Tradable (commercialised) agriculture production	Agriculture survey
Volume of imported fertilisers	DSTAT, BNR
Propriété du cheptel	Agriculture survey
Discrepancies/differences in cost of living	HLCS, PASAR
<b>Duration for moving out of poverty</b>	
Date on time-budget (time use)	HLCS
<b>2. Indicators of access</b>	
<b>Health and nutrition</b>	
Number of doctors per 100,000 inhabitants	GESIS
Proportion of the population per hospital-bed	GESIS
Number of meals per day	QUID
Satisfaction in calories' needs	MINAGRI
<b>Education</b>	
Ratio teacher/ students	MINEDUC
Ratio books/ pupils	MINEDUC
Number of pupils per classroom	MINEDUC
Rate of retention from primary to secondary school	MINEDUC
<b>Housing</b>	
Population with access to clean water	QUID
Population with access to hygienic facilities	QUID
Sources of lighting	QUID

Source of (cooking) energy	QUID
Ownership of radio	QUID
Ownership of mattress	QUID
<b>3. Indicators for (development) process</b>	
<b>Growth and distribution</b>	
GDP growth rate	National Accounts
Growth rate of the agriculture production	Agriculture surveys
Variations in the distribution of land (or Gini coefficient)	Agriculture surveys
<b>Employment and salaries</b>	
Variations in the real level of salary ***	
Active Population	
<b>Data on public expenditures (health and education)</b>	
In % of the total government's budgetary expenditures	
Basic health care and primary education	
<b>4. Indicators of correlation*</b>	
Relationship among the poor (sensitivity to change)	
Characteristics of the poor (sensitivity to change)	



## Annex 3:

## Recapitulating table of activities and calendar for implementation

Activities	2002	2003	2004	2005	2006	2007
<b>1. Strengthening the institutional framework</b>						
Drafting the organic law of statistics and its implementing legal texts	X					
Proceed for the adoption and promulgating of the law and for the signing of legal texts.		X				
Review of the status of the work of statisticians and demographers		X				
Establish the COS			X			
Set up the organs of coordination			X			
Transfer the SNR to the COS			X			

Activities	2002	2003	2004	2005	2006	2007
Organise a workshop on the management for complete quality		X				
Strengthen the provincial services (of statistics)		X	X			
Restructure the services of statistics in line ministries		X	X			
Define the (appropriate) institutional framework for the production of agriculture statistics	X	X				
<b>2. Production of statistics</b>						
<b>Statistical Census and Surveys to be carried out</b>						
National Survey on the Informal sector		X				
Annual Agriculture Surveys and forecasts of harvests		X	X	X	X	X
GCPH (RGPH) 2002	X	X	X			
QUID		X		X		X
DHS					X	



Activities						
	2002	2003	2004	2005	2006	2007
EMICS				X		
Surveys on Employment				X		
Surveys on business enterprises and establishments of the formal sector		X				
Light Sectoral Surveys according to needs			X		X	
Light Survey on enterprises of transport and on professional associations of transport		X				
Survey on the Time-Budgets			X	X		
<b>Other recurrent statistical operations to carry out</b>						
Records of Consumer prices	X	X	X	X	X	X
Collection of prices of agriculture production	X	X	X	X	X	X
Collection of prices of industrial sales	X	X	X	X	X	X
Programmed Activities under the PCI framework						

Activities						
	2002	2003	2004	2005	2006	2007
Conjuncture Survey (on business climate)		X	X	X	X	X
Elaboration of a quarterly conjuncture newsletter						
Computing the GDP of the referring year	X	X		X	X	
Processing (exploitation) of administrative data on animal husbandry, fishing and forestry		X		X		X
Publication of Tables of the State's financial operations and their projection in accordance with the GSDD Calendar		X	X	X	X	X
Production of statistics on communication		X				
Production of statistics on transport			X			
Census of schools' population	X	X	X	X	X	X
Collection of data on non-formal schools		X	X	X	X	X
Exploitation of data produced by the Ministry of public service for statistics on employment		X				



Activities						
	2002	2003	2004	2005	2006	2007
Elaboration of indicators to monitoring the tourism sector		X		X		X
Exploitation of data on Civil Status		X	X	X	X	X
<b>Methods of production</b>						
Centralise the concepts, definitions and nomenclatures utilised by the organs for coordination		X				
Adapt the international concepts, definitions, systems and nomenclatures		X	X			
Update the GSDD tables for meta-data		X	X	X	X	X
Elaborate a geographic-based system of information			X	X		
Elaborate a new Consumer Price Index	X	X	X		X	X
Establish a price index for agriculture production		X				
Use of SCN93						
Install the ERETES module for the national accounting			X	X	X	

Activities						
	2002	2003	2004	2005	2006	2007
Renew the base for agriculture surveys following the outcomes of the RGPH (GCPH)			X			
Draw up the methodology for agriculture surveys		X				
Draw up the methodology for the monitoring of business climate (conjuncture)	X					
Review of the accounting plan of business companies		X				
Implementation of the new accounting plan			X			
Creation of a repertory of business enterprises			X	X		
Study on a unique identification of enterprises		X				
Implementation of the unique (identification) numbering				X		
Implementation of the mechanisms for the monitoring of data on civil status (from the registry office)		X	X			



Activities						
	2002	2003	2004	2005	2006	2007
Reinforce the collection and processing of customers' declarations		X				
Use the revised version of EUROTRACE		X	X	X	X	X
Implement the SIBET system at the province and district level						
Approve a new national accounting plan						
Elaboration of statistics on public finance in conformity with the 2001 version of the IMF manual on public finances						
Elaborate the Balance of Payments in conformity to the 5th edition of the 1996 MFI Manual of balance of payments			X	X		
Lay down the methodology for the elaboration of statistics of transport			X			

Activities						
	2002	2003	2004	2005	2006	2007
Establish a directory for tourism's companies or establishments						
Define the appropriate methods for measuring employment, underemployment and unemployment						
<b>3. Archiving, Diffusion, dissemination and Communication of data</b>						
Post the metadata GSDD on the IMF notices board		X				
Put at the users' disposal the calendar for the diffusion of data		X	X			
Producing a compendium on the methodologies, nomenclatures, etc.		X	X			
Create databases of surveys	X	X	X			
Create a database on poverty (indicators)		X				
Create an agriculture database			X			



Activities						
	2002	2003	2004	2005	2006	2007
Create a database on business climate (conjunctures)			X			
Create a database for business enterprises				X		
Create a database on the informal sector			X			
Create a database on public debt		X				
Create a database on communication		X				
Create a database on transport			X			
Create a database on tourism			X			
Create database for demographic and social statistics			X	X		
Create a central database on education at MINEDUC and decentralised databases at province level						
Create databases for health statistics at the central and local levels						
Create a database on employment						

Activities						
	2002	2003	2004	2005	2006	2007
Create a database on statistics of labour						
Save on CD-ROM data from surveys	X	X	X	X	X	X
Create centres of documentation for information already available on hard copies.						
Create a website for the COS		X				
Elaborate Geographic Information Systems			X			
Implement a policy for internal communication within the COS (intranet, network with regional branches)		X	X			
Implement a policy for external communication at COS level		X				
<b>Human Resources</b>						
Evaluate the needs of personnel of statistics and plan for recruitment	X	X				



Activities						
	2002	2003	2004	2005	2006	2007
Evaluate the needs of technical assistance and submit requests	X	X				
Organise training workshops for statistics' personnel and supporting staffs		X	X		X	X
Permit the personnel of the services of statistics to participate in recycling (updating) courses organized abroad;	X	X	X	X	X	X
Organise studies tours		X				
Facilitate access to internet for training		X				
Resume the process for the reopening of IAMSEA		X				
Resume the activities of CFATS or look for alternative solution						

Activities						
	2002	2003	2004	2005	2006	2007
Study the modalities for agreements binding the beneficiaries of training scholarships to work with the services of statistics at the completion or once they obtain their certificates						
<b>Material and financial resources to COS</b>						
Take into consideration the current activities of the plan in the annual budget estimates	X	X	X	X	X	X
Presentation of the plan to stakeholders	X					
Identification of possible financing	X	X				



**Annexe 4.**  
**Required Additional Staffs**

Main domains / Services of statistics	Categories of personnel				
	Officers A0 level	Officers A1 level	Supporting Staff (A2)	Drivers	Total
<b>MINECOFIN</b>					
<b>Central Organisation of statistics</b>					
Standardisation and methods	1	2			3
Statistics on prices	2	1	4	1	8
Statistics on external trade	1	1	1		3
Economic and financial statistics	1	1			2
Surveys' methodologies	2	1			3
Collection of data	1	2	2		5
Processing of data	1	2	2		5
Conjuncture (Business Climate)	1	1	2		4

Main domains / Services of statistics	Categories of personnel				
	Officers A0 level	Officers A1 level	Supporting Staff (A2)	Drivers	Total
National Accounting	4	3	4	2	13
Socio-demographic statistics	2	1	1	1	5
Provincial Services of statistics		4	12	12	28
<b>Sub-total 1</b>	<b>15</b>	<b>17</b>	<b>26</b>	<b>16</b>	<b>74</b>
<b>MINAGRI</b>					
Agriculture statistics					
<b>MINICOM</b>					
Statistics on industries	1	2	2	1	6
Statistics on tourism	1	1	2	1	7
<b>MIFOTRA</b>					
Employment statistics	2	2	2	1	7



Main domains / Services of statistics	Categories of personnel				
	Officers A0 level	Officers A1 level	Supporting Staff (A2)	Drivers	Total
<b>MINITERE</b>					
Statistics on the environment	3	1	2	1	7
<b>MINEDUC</b>					
Statistics of education	2	2	3	1	8
<b>MINISANTE</b>					
Statistics on Health and nutrition	2	1	2	1	6
<b>Sub-Total 2</b>	11	9	13	5	38
<b>Total</b>	26	26	39	21	112

## Annexe 5 :

### Persons that participated to the process (meetings, workshops, etc.) and/or were consulted

Give names, Names	Fonction, service
<b>PRESIDENCY OF THE REPUBLIC</b>	
1.P. Claver GATETE	Director General for Economic and Social Affairs
2.Gaston MPATSWE	Director in charge of Reforms
3.Pius NDAYAMBAJE	Advisor, Information and Communication Technologies
<b>OFFICE OF THE PRIME MINISTER</b>	
4.Théogene NGIRUMPATSE	Director General for Economic and Financial Affairs
<b>MINECOFIN</b>	
<b>Minister's Cabinet</b>	
5. Célestin KABANDA	Minister of State
6. Dr. Elphaz Ben KARENZI	Secretary General



Give names, Names	Fonction, service
7. Hélène NYIRANEZA	PA to the Minister of State
8. Tryphon MUNYAMPAME	Chief Division, Documentation, DAF
<b>National Poverty Reduction Program</b>	
9. Vincent KAREGA	National Coordinator
10. Claudine ZANINKA	Head of the Poverty Observatory
11. Ida HAKIZINKA	Economist
12. Charles GASANA	Economist
13. André HABIMANA	Economist
14. Léonard M. RUGWABIZA	Economist
<b>Directorate for Macroeconomic Policies</b>	
15. Tembo MABURUKI	Macro-economist
16. A. MANGARA	Head of Division, Macroeconomic Forecasting
17. Fred SABITI	Staff
18. Emmanuel GATETE	Staff
19. Frederic SPAAK	Technical Assistant to the Director
<b>Directorate for Strategic Planning</b>	
20. Athanase MUNYAKAZI	Acting Director
21. Kalisa MBANDA	National Expert (in economic planning)

Give names, Names	Fonction, service
22. Joseph MPUNGA	Staff of the Department of Planning
<b>Directorate of Budget</b>	
23. Camille KARAMAGA	Director
24. Christophe NSENGIYAREMYE	Head of Division in charge of budgetary statistics
25. Jackson BUGINGO	
26. Abel GATOYA	Staff in the statistics on public finances
<b>Directorate of Statistics</b>	
27. Pacifique RUTY	Director
28. Obald HAKIZIMANA	Head Division, National Accounts
29. Evariste NKUSI TEGERA	Head Div. General Statistics
30. Innocent NIYONSABA	Acting Head of Div. Statistical surveys
31. Philippe GAFISHI	National Expert/PNUD
32. Jacques GASHAKA	National Expert /ADB
33. Innocent NYABYENDA	National Expert /ADB
34. Robert NGONG	Statistical Advisor/ World Bank
35. Vilay SOULATHA	Adviser on National Accounting / UNDP
36. Oumar SARR	Expert Statistician/UNDP
37. Geoffrey GREENWELL	Expert in computer – HLCS/DFID



Give names, Names	Fonction, service
38.Jean Claude RUZIBIZA	Coordinator project HLCS/DFID
39.Claire RWAKUNDA	Staff, National Account Division
40.Agnès KANYANGEYO	Staff, General statistics
41.Nassim UMURERWA	Staff, national accounting Division
42.Eugen KAJIGIJA	Staff, national accounting Division
43.David RWUMBUGUZA	Staff, division in charge of demographic and social statistics
44.Dieudonné MUGABUSHAKA	Assistant Technician of statistics
45.Astérie INGABIRE	Staff, data processing
46.Espérance NYIRABWIZA	Staff, national accounting Division
47.Rose KAMULETE	Staff, national accounting Division
48.Manassé TWAGIRAMUNGU	Staff, national accounting Division
49.J. M. Vianney NKURUNZIZA	Staff, DSTAT
50.Makombe MUNYAKAZI	National Consultant
51.Thierry RUSIGIZA GATSIMBANYI	
<b>National Service of Census (SNR)</b>	
52.Damien MUGABO	National Coordinator
53.Prosper MUTIJIMA	Head of service for Technical Operations

Give names, Names	Fonction, service
<b>National Bank of Rwanda</b>	
54.François KANIMBA	First Vice-Governor
55.Anastase MUNYANDAMUTSA	Deputy Director /Research and statistics
56.Callixte KARAMAGE	Head of the statistics' section e
57.Bitto AMAHORO	Staff
58.Patrice SEBERA	Staff
59.J.B. HAVUGIMANA	Head of Section for Balance of payments
60.Emmanuel KARURANGA	Head of Section, Dep. Research and statistics
61.Michel TUGEZAHIMANA	Staff
62.J. Chrysostome RWILILIZA	Staff
<b>Rwanda Revenue Authority – RRA</b>	
63.Eugène TORERO	Director
64.Evard HAVUGIMANA	M & TI
<b>CEPEX</b>	
65.Justice MUHANDAZA	Executive Secretary
66.Sam KANYARUKIGA	Director
67.Emmanuel MUNYANEZA	In charge of Programs



Give names, Names	Fonction, service
<b>ONAPO</b>	
68. John Bosco. RUZIBUKA	Director
69. Charles KALINDA	IEC/Plaidoyer

**MINAGRI**

70. Alfred MUTEBWA	Director in charge of planning
71. Aleston KYANGA	Head of Division, agriculture statistics
72. J.M.V NYABYENDA	MSU - FSRP
73. Safari KARITANYI	Director
74. Edson MPYISI	Coordinator of FSRP - MSU
75. Cynthia DONOVAN	Staff, Division for agriculture statistics
76. J.B. NYARWAYA	Staff FRSP - MSU
77. J.M.V. SEHENE	Consultant/FAO

**MINAFFET**

78. Grégoire KARAMBIZI	Director
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**MINADEF**

79. J.M.V. MUSONERA	HIDIV. RDB
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Give names, Names	Fonction, service
<b>MINERENA</b>	
80. Théophile RUBERANGEYO	Director for Planning
<b>MINALOC</b>	
Directorate for Local Administration	
81. Alexis DUKUNDANE	Director Planning
82. Désiré GATETE	Head Division Assistance to Survivors
83. Callixte KAYIHURA	Staff
84. Jean NTILIVAMUNDA	Division Research and Statistics
85. Nepo RUGEMINTWAZA	Director of Territorial Administration
86. Alexander SEMANINYOTA	Coordinator Decentralisation Management Unit
87. Jeanne KAZENGA	Staff
<b>Direction de la Planification</b>	
88. Emmanuel RUDASUMBWA	
<b>MINEDUC</b>	
89. Claver YISSA	Director Planning
90. Faustin HABINEZA	Director Teaching personnel
91. Elie NKINAMURWANGO	In charge of Statistics
92. Ernest RUTUNGISHA	Head, Division School Map and statistics



Give names, Names	Fonction, service
<b>MINICOM</b>	
93. Thomas MBATEYE	Head Division
94. Edouard KATO	Economist
95. Pierre NDUWAYO	Staff
<b>MINISANTE</b>	
96. J-M Vianney NIZEYIMANA	Director Planning
<b>MININTER</b>	
97. Gad NIYONZIMA	
98. Jean RUGARAMA	Head Division Finances and Logistics
99. J.D. NGIRINSHUTI	In charge of Analyse and Evaluation of projects
<b>MINIJUST</b>	
100. Jotham GISANABAGABO	DAF
101. Léonard NGERAGEZE	Directorate of research
103. Janvier GAKUBA	Division ICT
<b>MINITERE</b>	
104. Solange MUGOMOKA	Head of Division Planning
105. Louise M. KATAYOMBA	Head of Division Aménagement du Territoire
107. Charles KAYIHURA	Staff, Housing Division
108. François TWAGIRAYEZU	Head of Division
109. André BIZIMANA	Head of Division Statistics and Documentation
111. Suzanne UWIMANA	Staff, Directorate of Environment Protection

Give names, Names	Fonction, service
<b>MIFOTRA</b>	
112. Pascal NIYIGENA	Director, Planning and Human Resources
113. Emile BUDARA	Head of Division Planning, Human Resources and Statistics
<b>MIJESPOC</b>	
114. Egide RUGAMBA	Directorate of Planning
115. Isaac BITWENGE	Staff, Division of Planning
<b>MINICOM</b>	
116. Eusèbe MUHIKIRA	Head of Division
<b>MIGEPROF</b>	
117. Didace RUBAYIZA	Director Human Resources and Supporting Services
118. Christian UMUHIRE	Director of Planning
<b>MINITRACO</b>	
119. Epaphrodite MWENEDATA	Head of Division Planning
<b>UNIVERSITIES/HIGH SCHOOLS</b>	
<b>National University of Rwanda, (UNR, BUTARE)</b>	
120. Herman MUSAHARA	Lecturer; National Consultant
121. Martin MUGENZI	Lecturer
122. Aimable UWURUKUNDO	Assistant Lecturer



Kigali Institute of Science and Technology (KIST)		
123. Ishuheri BIDERI		Lecturer
Université Libre de Kigali (ULK)		
124. Thomas KIGABO	RUSUHUZWA	Director Academic Affairs; National Consultant
125. Coumba BAME		National Consultant
ISFP		
126. Alexis HABINEZA		Lecturer ISFP
CIVIL SOCIETY		
127. Flavia BUZINGYE		Journalist, The New Times
128. S. NDIZEYE		Journalist, RWANDA NEWS
129. J.M.V. SAIDI		Chairman, FARAMAPU-INTER & CECOTRAP-RCOGL
130. KIRONGOZI KAKALO		Staff, FARMAPU-INTER & CECOTRAP-RCOGL
131. Yvonne MUREBWAYIRE		SER/PRO-FEMMES
132. Thérèse NTIRAMPEBA		Accountant, CLADHO
INTERNATIONAL ORGANISATIONS		
World Banks		
133. Edward BROWN		Resident Representative
Guido RURANGWA		National Economist

DFID	
134. Gérard HOWE	Advisor
135. Tim JONES	Consultant
136. Mark POSTON	Education Program Officer
137. Michel MOUYELO-KATOULA	Consultant
FAO	
138. Naman Keita	Statistician, Statistics Division
138. Adama SANGARE	Consultant
UNFAP	
139. Dirk JENA	Resident Representative
140. Alphonse MUNYAKAZI	Assistant to the Representative
UNDP	
141. Idrissa DANTE	Aid Coordinator Specialist
142. Francis KABERA GATARE	National Economist
143. Clément AGANAHI	ICT Consultant
144. Belko BOUREIMA	Program Officer
UNESCO	
145. Christopher LIUNDI	Resident Representative
UNECA	
146. Diouf MBAYE	Director, Sub-region Centre for the development of East Africa
147. André NIKWIGIZE	Senior Economist
148. Awa THIONGANE	Regional Advisor UNECA



UNICEF	
149.Gerry DYER	Program Coordinator
150.Christian SOLOFO-DIMBY	In charge of Programs
151.Patrick JONDOH COMLAVI	Assistant M & E Officer
Delegation of European Union	
152.Jeremy LESTER	Head of the Delegation
Robert GOUBAU	Delegation
USAID	
153.Elizabeth DRABANT	Director, Health Program
154.Diogène NDAZIGARUYE	In charge of Programs
Belgian Embassy	
155.ERWIN de WANDEL	Attaché Cooperation

## Annex 6

## EQUIPMENTS

	Computers and printers	Internet Servers	Scanners	Photocopiers	Vehicles	Total
MINECOFIN						
Directorate of Statistics						
Standardisation (concepts and nomenclatures)						
Statistics of prices						
Statistics on external trade						
Economic and financial Statistics						
Methodology for surveys						
Collection of Data						
Data processing						
National Accounting						
Social and Demographic Statistics						
Provincial Services						



UNICEF	
149.Gerry DYER	Program Coordinator
150.Christian SOLOFO-DIMBY	In charge of Programs
151.Patrick JONDOH COMLAVI	Assistant M & E Officer
Delegation of European Union	
152.Jeremy LESTER	Head of the Delegation
Robert GOUBAU	Delegation
USAID	
153.Elizabeth DRABANT	Director, Health Program
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Data processing						
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Social and Demographic Statistics						
Provincial Services						



	Computers and printers	Internet Servers	Scanners	Photocopiers	Vehicles	Total
Sub-total 1						
MINAGRI						
Agriculture Statistics						
MINICOM						
Statistics on industries						
Statistiques on tourism						
MIFOTRA						
Statistics on employment						
MINITERE						
Statistics on environment						
MINEDUC						
Statistics of education						
MINISANTE						
Statistics of health and nutrition						