



GHANA STATISTICAL SERVICE CORPORATE PLAN

2020 - 2024

PREFACE AND ACKNOWLEDGEMENTS

Ghana Statistical Service (GSS) is governed by the Statistical Service Act, 2019 (Act 1003) which established it as an autonomous Public Service institution with a Board of Directors who report directly to the Office of the President. The role of GSS is broadly defined as being responsible for the collection, compilation, analysis, publication and dissemination of Official Statistics in Ghana. The Service is mandated by law to provide Official Statistics on a broad range of economic, social, demographic and governance issues on the population and businesses.

GSS is required to adequately equip users with relevant statistical information which addresses challenges and opportunities that exist, not only in Ghana but in the global society. The functions of GSS have, in the immediate past, been guided by the Ghana Statistics Development Plan (GSDP 2009–2013) and work plans of its various directorates.

The key driver for this Corporate Plan is the need to keep up-to-date with the rapidly changing environment that we live in – whether that is because of the abundance of new types of data and statistical information available in this data-driven era, the ever-changing economic and social landscape or the needs of Ghana and its citizens.

There is also huge aspiration and a call to action from within GSS, other statistics producers and users of our data for timelier, more granular and relevant statistical information that better informs and tracks national progress toward the various development agendas. This aspiration sets the stage for GSS to meet these needs and to drive evidence-based decision making and planning; where relevant shining a light on disparities of those left behind.

The new Statistical Service Act, 2019 (Act 1003) also serves as a key mechanism for harnessing the changes in the ways we collect and produce statistical information at a national level. I believe these mechanisms, together with our continued appetite to work with our users and other stakeholders – to continuously improve the coverage and use of the products we produce – and our intentions to benchmark ourselves against peers internationally, will help us raise the quality of Official Statistics in Ghana and the ambitions over the next 5-years.

The five goals in this Corporate Plan are based on an assessment of the performance of GSS with regard to the previous plan and builds on the lessons learnt by providing a forward-looking and international benchmarking framework to reposition GSS as the trusted provider of Official Statistics for good governance.

- **Goal 1: Build a responsive, capable and motivated human resource which is based on a revised institutional structure.** This is intended to attract, retain and motivate staff with the desired capacities and capabilities to make Ghana a more data-driven and responsive economy.

- **Goal 2: Mobilize financial resources and control cost to bridge funding gaps.** To help achieve value for money in all facets of the operations of GSS.
- **Goal 3: Ensure full integration of Information Communication and Technology (ICT) solutions in the operations of GSS.** The quest to fully integrate ICT presents opportunities for more timely production and dissemination of Official Statistics.
- **Goal 4: Create an inter-operable, capacitated and resourceful National Statistical System (NSS).** The renewed responsibility, which is expected to be followed by resourcing of GSS from the Ministry of Finance, will create the needed capacity to define, lead and coordinate activities in the NSS. This goal is imperative, following the passage of the 2018 Statistical Service Act.
- **Goal 5: Improve the production and use of Official Statistics for national development and planning.** The first four goals have been tagged as critical precursors for the fifth goal which relates to the primary function of GSS, that is, the dispensation of an improved system for the production and use of Official Statistics.

GSS wishes to acknowledge the contribution of all staff of its various Directorates and Regional Offices as well as the immense effort of the Corporate Plan Design Team in overseeing the preparation of this Strategic Plan. Special appreciation goes to Mrs Araba Forson, Mr Sixtus Dery, Mr Isaac Odoom, Mr Chris Amewu, Mr Francis Nyarkoh-Larbi, Mr Ernest Kpentey, Mr Ernest Nyarku, Ms Theodora Aboagye, Dr Emmanuel Dwamena Sasu, Ms Sophie Elfar and the UK Office for National Statistics and all other staff of GSS who contributed to this Corporate Plan.

It is our expectation that this strategic plan will yield the required outcomes by facilitating the transition of GSS to becoming the preferred place of work for professionals in statistics and related areas due to its exemplary leadership in the production of Official Statistics.

**PROFESSOR SAMUEL KOBINA ANNIM
GOVERNMENT STATISTICIAN
GHANA STATISTICAL SERVICE**

TABLE OF CONTENTS

PREFACE AND ACKNOWLEDGEMENTS	2
LIST OF TABLES	5
EXECUTIVE SUMMARY	6
INTRODUCTION	9
BACKGROUND	10
PURPOSE	10
PREPARATION PROCESS.....	11
STRATEGIC FRAMEWORK	13
VISION	13
MISSION	13
CORE VALUES	13
GOALS AND OBJECTIVES OF THE CORPORATE PLAN	13
SPECIFIC ACTIVITIES, INDICATORS AND TARGETS	16
MONITORING AND EVALUATION	36
INTRODUCTION.....	36
MONITORING AND EVALUATION SYSTEM.....	36
APPENDICES	I

LIST OF TABLES

Table 1: Objectives for Goal 1	13
Table 2: Objectives for Goal 2	14
Table 3: Objectives for Goal 3	14
Table 4: Objectives for Goal 4	15
Table 5: Objectives for Goal 5	15

EXECUTIVE SUMMARY

Evidence-based decision making

Never before has there been such a demand for evidence for a variety of reasons including: accountability; policy formation and evaluation; public debate; and direct socio-economic interventions, from Government or international development partners, for those most in need. Without sound evidence, there can be no legitimate reason to expect trust in systems including the democratic arrangements and narrative for national development.

This evidence comes from the statistical information, collected and compiled by the Ghana Statistical Service (GSS) and the entire National Statistical System (NSS). These data, and statistical information, provide the trust, transparency and integrity that society must demand, and Government must invest in; for the true measurement of national development and things that matter to our citizens.

This argument was further endorsed by the Government of Ghana (GoG), in its Ghana Beyond Aid Charter and Strategy Document¹ which states “Implementation of Ghana Beyond Aid will be evidence-based... We [GoG] will therefore strengthen our national data systems. In particular, the Ghana Statistical Service (GSS)... the National Development will be strengthened to provide adequate and up-to-date data and analyses on all dimensions of the Ghana Beyond Aid agenda”.

Seizing new opportunities

This Corporate Plan has been developed in response to international and national calls to drive development agendas using revolutionized data ecosystems. The overarching aim is to improve the coverage, collection, quality and timeliness of statistical information for the production and use of Official Statistics.

In September 2019, a new Statistical Service Act was adopted by Parliament. Significantly, this Act gives GSS new powers for the collection and use of non-traditional statistical information and data – from third party sources or using new innovative techniques – such as big data, satellite imagery, administrative data, commercial data etc. to help track progress towards national and international development agendas.

The ability to use both traditional (surveys and census) and non-traditional statistical information should give us: a richer understanding of socio-economic and environmental factors; relieve some of the burden on citizens and businesses through their compliance with

¹ [Ghana Beyond Aid Charter and Strategy Document, published May 2019](#)

surveys and censuses; reduce the cost of data collection; and increase accuracy, timeliness and granularity.

National context

In the context of Ghana, the commitment of the immediate, past and incumbent Presidents in participating and resourcing activities aimed at tracking the SDGs and national development plans spurs the need to sustain the resourcefulness of Ghana Statistical Service (GSS) to fulfil its mandate for the collection, compilation, analysis, publication and dissemination of Official Statistics in Ghana.

Anecdotally, the United Nation's platform for Voluntary National Reporting of the Sustainable Development Goals (SDGs) has increasingly shown the use of data in understanding global and national systems for better lives.

Building on the success of the maiden Corporate Plan, which spanned the period 2008 - 2013, GSS intends to commit to the dispensation of its functional roles based on five transformational opportunities:

1. Learnings from current performance and situational analysis.
2. Increasing understanding of the environmental (national and international) context, which will lead to benchmarking of its activities to comparable national statistical offices in Africa and beyond.
3. Harnessing global opportunities and resources available for exploring new data sources and data science.
4. Leveraging the expanded mandate of coordinating the National Statistical System (NSS).
5. Building a culture of introspection for organisational transformation and progress.

The optimism to harness these transformational opportunities are premised on the core values of GSS, which are professionalism, accountability, integrity and relevance.

Approach and Focus

The GSS has identified five goals and corresponding objectives for the period 2020 – 2024 to underscore the implementation strategy of its functions. The goals and objectives were derived from the vision and mission of GSS:

- **Vision:** To be the trusted provider of official statistics for good governance.

- **Mission:** To lead in the efficient collection, production, management and dissemination of quality Official Statistics based on international standards, using competent and motivated staff for evidence-based decision making, in support of national development.

These Goals were arrived at based on a blend of top-down and bottom-up interactive approaches which enhanced consensus building and ownership of the tenet of the Corporate Plan. Premised on the strong commitment for continuity and the indispensable need to increase the use of statistics for evidence-based decisions that will translate to better lives.

Deriving from the vision and mission, the following are the goals of the 2020–2024 Corporate Plan of GSS:

- **Goal 1:** Build a responsive, capable and motivated workforce which is based on a revised institutional structure.
- **Goal 2:** Mobilize financial resources and control cost to bridge funding gaps.
- **Goal 3:** Ensure full integration of Information Communication and Technology (ICT) solutions in the operations of GSS.
- **Goal 4:** Create an inter-operable, capacitated and resourceful National Statistical System (NSS).
- **Goal 5:** Improve the production and use of Official Statistics for national development and planning.

These goals have been defined based on the hypothesized transformational theory of change, which suggests that for GSS to optimally produce and successfully ensure that statistical products are used for evidence-based decision making, human and financial resources are the foundational drivers and the use of ICT solutions as well as legal and functional mandates to coordinate activities in the NSS are the instrumental interventions.

Implementation, Monitoring and Evaluation

This Corporate Plan provides a matrix with defined yearly targets, responsible persons and verifiable indicators. In addition, funding implications and implementation strategies will be developed for each directorate, which will identify the role of each staff at GSS to ensure adherence. Reporting systems, schedules and review mechanisms have been documented in this Corporate Plan for purposes of monitoring and evaluation.



Ghana Statistical Service, Head Office, Accra

INTRODUCTION

Background

The availability of statistical information is essential for any democracy. Presently, Official Statistics are the pillar for planning and decision-making for the efficient management of economic and social affairs and for overall effective governing of societies. Statistical information is also indispensable for monitoring universally recognized and internationally adopted development agendas such as the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063.

As part of our core mandate and statutory functions in relation to the need for statistics in national development, the Ghana Statistical Service (GSS) introduces its Corporate Plan 2020–2024. This five-year strategic plan sets out our organizational goals which must be achieved in order to deliver our current and anticipated statistical programme commitments. The plan focuses on the organizational goals and objectives associated with our core programmes and the operations covered by our annual budget submission.

Purpose

The Ghanaian economy is rapidly changing, and expectations continue to grow from data users and other stakeholders who depend on GSS for timely, accurate and trusted information for planning and evidence-based decision making about our nation's people and economy. GSS's underlying processes must be transformed if the Service is to continue to deliver high quality and timely statistics which will inform policy and business investment decisions of government at all levels. This Corporate Plan (the second by GSS) aims to enable the Service play an effective role in line with its statutory obligations which is outlined in the Statistical Service Act, 2019 (Act 1003)² to:

- (a) Provide leadership and direction for the efficient, consistent and comprehensive collection, processing, analysis, documentation and storage of statistical information within the National Statistical System.
- (b) Collect, compile, analyse, abstract, publish and disseminate statistical information related to the commercial, industrial, financial, social, demographic, economic and other activities and conditions of the people or this country through the conduct of surveys and national censuses, including population, housing, economic and agricultural censuses.

² [Ghana Statistical Service website, legal mandate](#)

(c) Determine the manner in which the Ministries, Departments, Agencies, District Assemblies and statutory bodies collaborate with the Service in the collection, compilation and publication of statistical information, including statistics derived from the activities of those entities.

(d) Develop, create awareness and operationalize the code of ethics and practice for the production and use of data to ensure quality of statistics with respect to relevance, accuracy and reliability, coherence and comparability, sustainability, continuity, timeliness, topicality and integrity.

(e) Manage a centrally organized database of

(i) Commercial, industrial, financial, social, demographic and economic survey and censuses data sets at the micro and macro levels.

(ii) Statistical indicators.

(iii) Metadata on the statistical processes within the National Statistical System.

The purpose of this five-year Corporate Plan is to clearly spell out GSS Management's policies, vision, goals, and programme objectives as enshrined in the organisation's mandate as 'an institution responsible for the production and dissemination of Official Statistics in Ghana'.

The ultimate goal of this Corporate Plan is to serve as a powerful tool that will enable GSS to play an effective role as a leader in the provision of Official Statistics in a coordinated manner. It is also in response to calls on Government to develop statistics to monitor implementation of development policies aimed at meeting targets set for the Sustainable Development Goals (SDGs) and Ghana's commitments to other international initiatives such as the New Partnership for Development of Africa (NEPAD), The Africa Peer Review Mechanism (APRM), Agenda 2063 (The Africa We Want) and the Africa Beyond Aid Charter. In addition, this Corporate Plan builds on the foundation laid by the implementation of the previous Corporate Plan (2009–2013) by focusing on important issues concerning the operations of GSS that were in the previous plan but were not adequately addressed during its implementation.

Preparation Process

The preparation of the Corporate Plan began in March 2019, six years after the expiration of the previous Corporate Plan. GSS Management constituted a committee to prepare a new Corporate Plan for the period 2020–2024. Based on an assessment of the performance of GSS and lessons learnt with regard to the previous plan, five (5) strategic goals and twenty-four (24) objectives were proposed to reposition GSS as the trusted provider of statistical services for good governance.

A bottom-up approach was adopted for the preparation of the activities to be undertaken, by requesting for the strategic activities and programmes of the various directorates, sections, specialized units and regional offices of GSS. These were incorporated as activities to be undertaken under the 24 objectives of the five strategic goals.

The next stage is for GSS to share and promote this Corporate Plan to its key users (i.e. government, policy makers, parliamentarians, non-governmental organisations, development partners and academia etc.) so that they are informed, engaged and empowered to support GSS in its transformation and, where relevant, hold us to account.

STRATEGIC FRAMEWORK

Vision

To be the trusted provider of official statistics for good governance.

Mission

To lead in the efficient collection, production, management and dissemination of quality Official Statistics based on international standards, using competent and motivated staff for evidence-based decision making, in support of national development.

Core Values

The core values which we uphold and will drive GSS to be a high performing institution, delivering efficient and effective statistical services to our stakeholders are:

- Professionalism
- Accountability
- Integrity
- Relevance

Goals and Objectives of the Corporate Plan

The Corporate Plan has five goals and twenty-four accompanying objectives. These are as follows:

GOAL I: Build a responsive, capable and motivated workforce which is based on a revised institutional structure

Table I: Objectives for Goal I

Objective 1.1	Improve Conditions of Service and Streamline Staff Promotions
Objective 1.2	Improve Organizational Structure and Management
Objective 1.3	Establish Codes of Practice and Ethics, Promote Transparency and adhere to Principles of Corporate Governance

Objective 1.4	Expand Establishment Posts and Develop and Implement a Succession Plan
Objective 1.5	Continually Improve the Hard and Soft Skills of all Staff

GOAL 2: Mobilise Resources and Control Cost to Bridge Funding Gap

Table 2: Objectives for Goal 2

Objective 2.1	Set-up a Business Service Centre and Develop a Consultancy Policy
Objective 2.2	Explore Private Public Partnership (PPP) for Resource Mobilization to Co-Fund Research Projects
Objective 2.3	Implement a Policy for sustainable and improved Internally Generated Funds
Objective 2.4	Mobilize Financing and Reduced Cost Through Enhanced Procurement, Expenditure Control and Internal Audit Processes

GOAL 3: Ensure Full Integration of Information Communication and Technology Services in the Operations of GSS

Table 3: Objectives for Goal 3

Objective 3.1	Provide High Availability and Business Continuity Services
Objective 3.2	Build IT Infrastructure to Improve Service Provision
Objective 3.3	Develop an Effective Data Management Strategy to Improve Data Quality and Analytics
Objective 3.4	Ensure an Integrated Application Portfolio to Provide Maximum Value to the NSS
Objective 3.5	Institute an effective IT Governance model

GOAL 4: Create an Inter-operable, Capacitated and Resourceful National Statistical System

Table 4: Objectives for Goal 4

Objective 4.1	Improve Harmonization of Concepts, Definitions and Standards across the whole National Statistical System
Objective 4.2	Operationalize the Tenets of the Statistical Service Act, 2019 (Act 1003)
Objective 4.3	Develop the Capacity of District Statistical Officers
Objective 4.4	Coordinate Statistical Activities at National, Regional and District Levels, in accordance with the UN's Fundamental Principles for Official Statistics
Objective 4.5	Improve Public Confidence in GSS Products and Services, through the collection and dissemination of open, transparent and reusable statistics

GOAL 5: Improve the production and use of Official Statistics for national development and planning.

Table 5: Objectives for Goal 5

Objective 5.1	Develop and Implement a Road Map for Data Production
Objective 5.2	Improve the modes of dissemination for Official Statistics to elicit more use in public and policy planning and evaluation
Objective 5.3	Develop and Update Statistical Sampling Frames
Objective 5.4	Institute a Quality Assurance Framework in the Production of Statistics
Objective 5.5	Promote the Use of Non-Traditional Data

SPECIFIC ACTIVITIES, INDICATORS AND TARGETS

The table below presents the detail activities to be implemented in order to achieve the goals with timelines and indicators to measure progress.

Goal I: Build a responsive, capable and motivated workforce which is based on a revised institutional structure

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 1.1 Improve Conditions of Service and Streamline Staff Promotion								
1.1.1 Conduct an assessment of staffing requirement and essential skill set.	Management/ Directors/ Sectional Heads	X					GSS skills and capabilities audit	Staffing requirements and needs assessments report submitted to Management in early 2020.
1.1.2 Redesign and implement a comprehensive workforce plan	Management/Directors/Sectional Heads		X	X	X	X	Estimate on GSS workforce requirement presented to Management	Estimates of workforce requirement approved by GSS Management by Mid-2020.
	HR	X	X	X	X	X	Design succession plan	Succession plan designed and initiated implementation plan by Mid-2020.
	HR	X	X	X	X	X	Annual workforce Plan prepared.	Annual workforce plan approved by the end of December 2019.
1.1.3 Seek Budget approval for Annual Workforce Plan.	HR and Administration		X	X	X	X	Submit budget for approval	Budget for workforce Plan approved by the first quarter of 2020.
1.1.4 Review job descriptions and redefine to suit GSS needs	Sectional Heads/ Heads of Directorates	X	X	X	X	X	Job description review report prepared.	Job description review document ready by end of February 2020.
1.1.5 Collaborate with Fair Wages and Salaries Commission to review remuneration for staff on the occupational classification system, job contents and job evaluation.	HR	X	X				Remuneration document prepared and submitted to management.	Document on Review of Staff remuneration approved by mid-2020.
1.1.6 Review GSS record-keeping Systems and institute/reliable automated Record keeping systems.	HR/Admin	X	X				Record keeping and automated document system prepared	Record-Keeping/ Automated Document approved by GSS management by the first quarter of 2020.
1.1.7 Encourage staff to enroll on well-organized Private Medical Insurance Scheme	HR & Finance	X	X				Document on staff enrolled on Private Health Insurance Scheme Available	Staff are enrolled on Private Insurance Schemes by the end of 2020.
1.1.8 Develop a competitive Reward system and Institute Best worker award	HR/Heads of Directorates	X	X	X	X	X	Reward/Best worker Award System document available	Document on competitive reward system approved and implemented by the end of 2023.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 1.1 Improve Conditions of Service and Streamline Staff Promotion								
1.1.9 Establish insurance Cover/package for all staff	HR/Finance	X	X				Insurance cover for all Staff established	All staff are insured by the end of 2020.
1.1.10 Review and Implement Promotion Policy	HR/Admin	X	X	X	X	X	All documents reviewed are implemented	Revised system of Promotions conducted annually.
1.1.11 Review Collective Bargaining Agreement	HR/Admin/ Union		X	X	X	X	Collective Bargaining Agreement prepared for approval	Revised Collective Bargaining Document approved by the end of 2020.
1.1.12 Review and Adopt Policy on Internal appointments of Coordinators/ Sectional Heads and Recruitments of Staff for Surveys and Censuses	GSS Management	X	X	X	X	X	Document on Review prepared for approval	Reviewed policy on Internal appointments document approved for implementation by the first quarter of 2020.
Objective 1.2 Improve Organizational Structure and Management								
1.2.1 Review the organizational structure (OS) to take care of the newly created regions, sections and staff on to the OS, reshuffling staff as required.	HR	X					Review of the organizational structure completed	List of staff placed in various sections of the established offices in the new regions by the end of 2019.
1.2.2 Build Capacity of staff and Sectional Heads to be Professionals with good management skills	HR	X	X	X	X	X	Management skill training conducted	Management skills training begins at the beginning of 2020.
1.2.3 Implement HR solution including an online performance management system	HR	X	X				HR solution implemented	Online performance management system in place by the end of 2020.
1.2.4 Attract and retain requisite staff by reviewing and reinforcing the terms and conditions of service.	HR		X				Document on improved conditions of service prepared	Implementation of improved condition of service by mid-2020.
1.2.5 Undertake regular staff orientation and reorientation	HR	X	X	X	X	X	Orientation and re-orientation of staff completed	Annual Orientation and Reorientation Process instituted by the end of 2019.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
1.3 Establish Codes of Practice and Ethics, Promote Transparency and Corporate governance								
1.3.1 Organize an in-house sensitization workshop for all staff on the Statistical Service Act, rules, laws, policies, processes and procedures governing the service in every year for strict adherence at the workplace for industrial peace, harmony and good governance	HR	X	X				Staff sensitized on Statistical Service Act	All Staff sensitized on Statistical Service Act by the end of 2021.
1.3.2 Participation of staff in local and international conferences, seminars and workshops on an annual basis to be abreast with emerging issues relating to productivity at the work-place	GSS Management/ Directors	X	X	X	X	X	Staff participation in local and international conferences etc.	Staff participating in local and international conferences by the beginning of 2019.
1.3.3 Finalize a draft succession plan and share with staff and management	HR		X	X	X	X	Succession plan finalized and shared	Succession plan available and implemented by the second quarter of 2020.
1.3.4 Organize an in-house orientation programme for all staff on IT governance and management of IT resources for effective utilization and handling of IT Equipment annually	(HR & IT)	X	X	X	X	X	Annual orientation programme for staff on IT governance and management completed	Annual orientation program organized for staff on IT management etc.
1.3.5 Organize annual review meeting for sectional heads on activities of each section and draw a new work and budget plan for ensuing years	HR/Finance/CPMD		X	X	X	X	Annual review meeting organized for sectional heads	Annual review meetings organized for sectional heads by the beginning 2020.
1.3.6 Organize an in-house orientation programme for prospective retirees annually on needed preparations for retirement, life during retirement and how to invest pension funds during retirement	(HR)	X	X	X	X	X	Orientation training for prospective retirees completed	Training of prospective retirees begins by the end of 2019.
Objective 1.4: Expand Establishment Posts, Develop and Implement a Succession Plan								
1.4.1 Submit proposal to management on the expansion of the establishment positions	(HR)	X					Proposal on the expansion of establishment post submitted to management	Proposal on the expansion of the establishment post completed and submitted by the end of 2019.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 1.5: Improve Hard and Soft skills of all Staff								
1.5.1 Undertake short courses for staff annually to enrich the competence and knowledge	HR/Administration	X	X	X	X	X	Number of staff on short courses completed	Staff undergo short courses annually by the end of 2019.
1.5.2 Attend Managerial and Leadership courses every year to equip the leadership in the directorates on strategic Direction of GSS.	HR/Administration	X	X	X	X	X	Leadership/management courses attended	Sectional heads attend annual courses Leadership/management by the end of 2019.
1.5.3 Conduct training for GIS, Sampling, IT, Data Processing, Economics Statistics staff	HR/SCOD/ESD		X	X	X	X	Staff training on specialized skills completed	Staff trained on specialized skills by the beginning of 2020.
1.5.4 Institute a long-term staff capacity building plan and prepare a five-year staff training programme	HR		X				Five-year training document completed	Document on staff training approved by the first quarter of 2020.
1.5.5 Conduct mentoring and short-term training in statistical methods, analysis and data management	HR/Training Section/IT	X	X	X	X	X	Staff performance in data analysis etc. improved	Beginning 2020, staff received training on Data Analysis, Statistics methods, and Data Management.
1.5.6 Train staff in analytical skills, sampling and questionnaire design, report writing skills, and small area estimation techniques	HR/Training Section/IT		X	X	X	X	Staff analytical and reporting skills improved.	Training on report writing and other skills conducted by the beginning of 2020.
1.5.7 Train staff in index number compilation, de-seasonalization, time series, and forecasting	HR		X	X	X	X	Staff completed training in index number compilation	Staff received training by Mid-2020.
1.5.8 Conduct training for Administration, Accounting, Internal Audit, Procurement and Training Centre Staff annually to equip them with knowledge and skills will enable them to learn about evolving policies, practices, processes and procedures committed to best international practices in these fields	HR		X	X	X	X	Training for Administrative and accounting staff completed	Administration and Accountants trained by the end of 2019.

Goal 2: Mobilize, Resources and Control Cost to Bridge Funding Gap

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 2.1: Set- Up a Business Service Centre and Develop a Consultancy Policy								
2.1.1 Develop ToR to engage Consultants to develop a Strategy, Business Model, and operational manual for the proposed Business Service Centre.	Procurement/ Finance	X	X				ToR approved by GSS Management	Business service Centre operationalized documents prepared by the end of 2020.
2.1.2 Develop a Strategy, business model, and operational manual for the business centre and obtain the necessary approvals.		X	X				Business Centre Strategy Document approved by the GSS Board.	Approval received to implement business centre by the end of 2020.
2.1.3 Develop, obtain approval, and implement consultancy policy	Finance	X	X				Consultancy Policy developed	Consultancy policy approved by GSS Board by the end of 2020.
2.1.4 Provide office space and the necessary logistics for Business Centre	Administration	X	X				Office space allocated and budget for Business Centre approved.	Office space and logistics provided by the end of 2020.
2.1.5 Recruit Staff/ Appoint interested GSS staff to run the Business Centre	Human Resources	X					Issuance of Appointment Letters to staff of the Business Centre	Business Centre furnished with required staff by the end of 2020.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 2.2: Explore Private Public Partnership (PPP) for Resource Mobilization to Co-Fund Research Projects								
2.2.1 Organize statistical needs assessment survey for private sector business	S OCD		X				Survey report on statistical need assessment completed	Statistical needs assessment for private sector businesses done by the end of 2020.
2.2.2 Organize focus group discussions with key players in private enterprise to identify statistical needs	CPMD		X				Identified statistical needs by 2020	At least 10 focus group discussions on the statistical needs' assessment done for private enterprises organised by the end of 2020.
2.2.3 Identify Private Business Enterprise (BE) that have data needs and are prepared to pay for its production	CDD		X				List of identified private business enterprise provided	Activity to identify private sector with data needs completed and report produced.
2.2.4 Develop ToR to engage a Consultant to develop a marketing strategy to acquire business from identified private enterprises	Procurement/ Finance		X				ToR approved by GSS Management	A consultant engaged to prepare TOR on marketing strategy on private enterprise data needs.
2.2.5 Produce a marketing strategy for business acquisition and cost sharing of data production	Consultant		X				Marketing Strategy and Business Development document produced.	Document on Marketing Strategy for Business Development document approved by GSS Management by the end of 2020.
2.2.6 Engage target Private enterprises and sign contracts	CDD		X				Contracts signed and data production and delivery timelines agreed.	Contracts signed and new data collection areas on private enterprises explored.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 2.3: Implement a Policy on the Retention of Internally Generated Funds (IGF)								
2.3.1 Draft Letter to MoF on IGF retention proposal	Finance	X	X				Letter approved and submitted to MoF	100% of all IGF retained.
2.3.2 Obtain approval from Ministry of Finance for IGF retention	Finance		X	X			Approval Letter from MoF obtained	100% of all IGF retained.
2.3.3 Develop legislation on retention on IGF in collaboration with MoF	CPMD	X	X				Draft legislation on retention of IGF completed	100% of IGF retained by first quarter 2020.
Objective 2.4: Mobilize Financing and Reduced Cost through Enhanced Procurement, Expenditure Control and Internal Audit Processes								
2.4.1 Prepare and circulate variance reports (difference between budget and actual expenditures) at the end of each project.	Finance		X	X	X	X	Variance Reports	Variance reports prepared and circulated.
2.4.2 Develop a policy to incentivize staff who control costs.	Human Resources		X	X		X	Incentive policy developed	incentive policy approved.
2.4.3 Provide budget allocation to Head Office units, Regional Offices and Internal audit to control expenses	Finance		X	X	X	X	Budget allocation provided	Budget allocation approved.
2.4.4 Conduct reviews of expenditure on regular basis to ensure value for money	Internal Audit	X	X	X	X		Value for Money reviews conducted	Value for Money reviews incorporated into the Annual Internal Audit Plan.

Goal 3: Ensure Full Integration of Information Communication and Technology Services in the Operations of GSS

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 3.1: Provide High Availability and Business Continuity Services								
3.1.1 Develop statistics business process mapping	IT			X	X		Business process map documentation	Business process map Approved and published.
3.1.2 Implement document management & asset management solutions to secure critical assets.	IT		X	X	X	X	DMS & asset management system implemented	90% usage.
3.1.3 Implement Disaster Recovery Plan	IT	X	X	X	X	X	DRP implementation report	99% of service availability.
3.1.4 Conduct preventive maintenance	IT	X	X	X	X	X	Routine maintenance report	Preventive maintenance conducted quarterly by the beginning of 2019.
Objective 3.2: Build IT Infrastructure to Improve Service Provision								
3.2.1 Review ICT architecture to align with the Service current strategic direction	IT			X			ICT architecture review report	Recommendations of the ICT architecture report implemented by end of 2021.
3.2.2 Develop ICT capacity plan to drive the Service needs	IT			X	X	X	ICT capacity plan report	% of resource to implement the plan.
3.2.3 Optimizing network infrastructure and enforce IT security	IT		X	X	X	X	Network infrastructure optimization report	Quarterly network optimization and security incident report.
Objective 3.3: Develop an Effective Data Management Strategy to Improve Quality and Analytics								
3.3.1 Develop data management policy	IT		X				Data management policy developed	Data management policy approved.
3.3.2 Compile inventory of official datasets	IT		X				Official datasets inventory developed	Official datasets catalogue published.
3.3.3 Implement centralized data storage for data mining & analysis	IT		X	X			Centralized data warehouse	Centralised data storage implemented.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 3.3: Develop an Effective Data Management Strategy to Improve Quality and Analytics								
3.3.4 Enforce data security	IT		X	X	X	X	Report on the status of data security provided	Data security report approved, and recommendations implemented.
Objective 3.4: Ensure an Integrated Application Portfolio to Provide Maximum Value to the NSS								
3.4.1 Develop an interactive statistical information management system	IT				X	X	Statistical Information System developed	Statistical Information System launched and implemented.
Objective 3.5: Institute an Effective IT Governance Model								
3.5.1 Adapt international best practices to guide GSS IT operations	IT	X	X				Localized document on IT ISOs	Localized document on IT ISOs launch and implemented.
3.5.2 Train IT staff to understand the best practices to enable them to apply the best practices	IT/HR		X	X	X	X	Training reports	100% of IT staff trained.
3.5.3 Develop new policies and review existing IT policies	IT	X	X	X	X	X	Policies developed and reviewed	Four policies developed and approved.
3.5.4 Develop IT training plan for staff	IT/HR			X			Training plan developed	80% identified training conducted.

Goal 4: Create an Inter-operable, Capacitated and Trusted and National Statistical System

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 4.1: Improve Harmonization of Concepts, Definitions and Statistical Standards								
4.1.1 Develop a national data quality assurance system	CPMD		X				National data quality assurance system developed	Operational National Data Quality Assurance System by end of 2020.
4.1.2 Develop a harmonized document on statistical concepts and definitions	CPMD		X				National harmonized document on statistical concepts and definitions prepared	Harmonized document on statistical concepts and definitions operationalized by end of 2020.
Objective 4.2: Operationalize the Tenets of the Statistical Act, 2019 (Act 1003)								
4.2.1 Promote bilateral and multilateral cooperation and partnership to upgrade statistics production	CPMD	X	X	X	X	X	Improved bilateral and multilateral cooperation for statistics production	Statistics production upgraded.
4.2.2 Invigorate NACPUS	CPMD		X	X			1. Operational Document on NACPUS produced 2. NACPUS formed	Improved Collaborations.
4.2.3 Upgrade compendium on statistics			X	X	X	X	Definitions, classifications and methodologies resolved	Statistical Compendium upgraded and operationalized within NSS.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 4.3: Develop the Capacity of District Statistical Officers								
4.3.1 Coordinate District Statistical Officers training on survey implementation procedures	CPMD		X				District Officers trained on data collection instrumentation, analysis, reporting and dissemination.	Training of District Officers on survey implementation procedures well-coordinated.
4.3.2 Coordinate District Statistical Officers Programme on administrative data collection procedures	CPMD		X	X	X	X	District Officers trained on the collection, analysis, reporting and dissemination of administrative data	Administrative data collection improved in the various Districts.
Objective 4.4 Coordinate Statistical Activities at the National, Regional and District Level								
4.4.1 Coordinate Civil Registration and Vital Statistics System (CRVS) in Ghana	CPMD	X	X	X	X	X	CRVS Baseline Report	National indicators for CRVS monitoring activities produced.
4.4.2 Develop data reporting system or dashboard to monitor CRVS, Business Register RGD, SSNIT, GRA activities in Ghana	CPMD		X	X	X	X	National CRVS, Business Register, RGD, SSNIT, GRA dashboard completed	National CRVS Business Register, RGD, SSNIT, GRA dashboard developed by the beginning of 2020.
4.4.3 Monitor and Evaluate GSS projects and programmes	CPMD	X	X	X	X	X	GSS programmes monitored and evaluated	GSS Programme outcome determined.
4.4.4 Monitor GSS – MDAs and MMDAs statistics projects	CPMD	X	X	X	X	X	GSS-MDA programmes monitored	GSS MDAs- Programme outcomes determined.
4.4.5 Strengthen partnerships for sustainable funding of statistical programmes	CPMD	X	X	X	X	X	Partnerships enhanced with development partners, academia and research institutions.	Improved data production.
4.4.6 Prepare and consolidate Annual Work Plans and budget for GSS 5-year Corporate Plan	CPMD	X	X				5-year Annual Work Plan and Budget prepared	5-year proposed activities executed.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 4.5: Improve Public Confidence in GSS Products and Services								
4.5.1 Organize regular Policy Fairs and Open House Programmes	GSS (CDD)	X	X	X	X	X	Policy Fairs and Open House Programmes Organized	At least two Policy Fairs and Open House Programmes organized annually by the beginning 2019.
4.5.2 Establish a newsletter	GSS (CDD)	X	X	X	X	X	Statistical Newsletter established	A Quarterly Statistical Newsletter published by the end of 2019.
4.5.3 Organize sensitization programs on GSS methodologies and processes	GSS (CDD)	X	X	X	X	X	Sensitization workshop Organized on Methodology/ processes	Annual Sensitization workshop instituted by the end of 2019.

Goal 5: Improve the production and use of Official Statistics for national development and planning

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.1: Develop and Implement a Road Map for Data Production								
5.1.1 Produce Economic Survey Report	GSS(SSS)	X	X	X	X	X	Economic Survey Report completed	Economic Survey Report published annually (2020–2024).
5.1.2 Publish Ghana's Economy Report		X	X	X	X	X	Ghana's Economy Report published	Ghana's Economic Report published annually.
5.1.3 Produce Monetary and Financial Bulletin		X	X	X	X	X	Monetary and Financial Report completed	Monetary and Financial Report published annually.
5.1.4 Produce Tourism Satellite Account	GSS(SSS)	X	X	X	X	X	Tourism Satellite Account Report published	Tourism Satellite Account published by the end of 2021.
5.1.5 Compile Public Finance Statistics		X	X	X	X	X	Public Finance Report published	Public Finance Report published annually.
5.1.6 Rebase Producer Price Index (PPI)	GSS (ISS)	X	X				Producer Price Index Rebase completed	Producer Price Index Rebase published by the end of 2020.
5.1.7 Rebase Index of Production (IIP)		X	X				Index of Production Rebasing completed	Index of Production rebased by the end of 2020.
5.1.8 Compile and release of Monthly PPI			X	X	X	X	Monthly PPI compiled	Monthly PPI Released monthly (2020–2023).
5.1.9 Compile and release of Monthly IIP			X	X	X	X	Monthly IIP compiled	Monthly IIP release starting 2020.
5.1.10 Build and Maintain Business Register	GSS (ISS)		X		X		Business Register Data published and maintained	Business Register Data published and maintained by the end of 2022.
5.1.11 Update Business Register		X	X	X	X	X	Business Register update completed.	Business Register updated annually from 2019.
5.1.12 Conduct Economic Census (IBES I) Phase I				X			IBES I Report completed	IBES I conducted by the end of 2021.
5.1.13 Conduct Economic Census (IBES II) Phase II					X	X	IBES II Report completed	IBES II Report available by 2022–2023.
5.1.14 Compile Non-household employment and job creation Report		X	X	X	X	X	Annual Non-Household employment and Job Creation Report Published.	Report published annually.
5.1.15 Compilation of merchandise trade	GSS (TSS)	X	X	X	X	X	Merchandised Trade Report Published	Merchandised Trade Report published annually.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.1 Develop and implement a road map for data production								
5.1.16 Compile Export and Import Price Index	ESD/ Trade stats		X	X	X	X	Export and import Price index completed	Report published starting 2020–2023.
5.1.17 Conduct Informal Cross Border Trade Survey	Trade stats		Xv	X	X	X	Informal cross border trade statistics completed	Annual informal cross border trade statistics completed by the first quarter of the ensuing year.
5.1.18 Conduct 2020 Population and Housing Census	GSS (SOCD)	X	X	X	X	X	Household sampling frame completed Census reports published Census data available	Household sampling frame completed by the end of 2019. Preliminary results published by third quarter 2020. Reports published by end 2023.
5.1.19 Conduct Agricultural Integrated Survey (ARGIS)/Agric surveys	GSS (SOCD/ESD)	X	X	X	X	X	Reports on AGRIS published	Fourth quarter of the reference year.
5.1.20 Conduct DHS 2021	GSS (SOCD)			X		X	DHS report	Third quarter, 2022.
5.1.21 Conduct MICS ROUND 7	GSS (SOCD)					X	Reports from MICS published	Second quarter of 2023.
5.1.22 Conduct GLSS Round 8	GSS (SOCD)			X	X	X	Poverty Reports Published GLSS reports published Data available to users	End of second quarter 2023.
5.1.23 Conduct Malaria Indicators Survey	GSS/SOCD/NM CP			X	X	X	Malaria indicators Survey report published	End of second quarter 2024.
5.1.24 Conduct ICT Facility Survey - a module in (IBES)	GSS/SOCD/NC A/ESD			X	X	X	ICT Facilities Indicators report	End of third quarter 2023.
5.1.25 Conduct User Satisfaction Survey	GSS/CDD			X		X	User Satisfaction Survey report	End of the fourth quarter.
Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target

		2020	2021	2022	2023	2024		
Objective 5.1 Develop and implement a road map for data production								
5.1.26 Conduct Children in Residential (Institutional) Care Survey	GSS(SOCD)/ Social Welfare	X	X				Children in Residential (Institutional) Care Report available for users	End of the third quarter.
5.1.27 Conduct Food Vulnerability Survey	GSS(SOCD)/W FP		X	X			Food Vulnerability Survey Report published	End of the fourth quarter.
5.1.28 Conduct Post Enumeration Survey	GSS(SOCD)		X	X			PES Report available	Second quarter 2021.
5.1.29 Conduct Labour Force Survey	GSS (SOCD)			X	X		Labour Force Survey Reports published	Second quarter 2022.
5.1.30 Collect administrative data from MMDAs in the regions	GSS/ROD		X	X	X	X	Regional reports on administrative data	End of fourth quarter of 2020.
5.1.31 Update Social Accounting Matrix	ESD/NAS		X	X	X	X	Social Accounting Matrix updated	End of fourth quarter of each year.
5.1.32 Compile Satellite accounts for Agric sector	GSS/ESD/AES/N AS	X	X	X	X	X	Report on Satellite accounts for the Agric sector published	End of fourth quarter every year.
5.1.33 Compile Agric. Productivity Index	AES	X	X	X	X	X	Agric. Productivity Index published	End of third quarter.
5.1.34 Produce Supply and Use Tables	GSS (National Accounts)	X			X		Updated SUT published	Fourth quarter.
5.1.35 Produce Supply and Use Tables	GSS (National Accounts)	X			X		Updated SUT published	Fourth quarter.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.1 Develop and implement a road map for data production								
5.1.36 Rebase the GDP to year 2018	GSS (National Accounts)				X		Rebased GDP published	Fourth quarter.
5.1.37 Produce Quarterly GDP by production	GSS (NAS)				X		Quarterly GDP by Production published	Quarterly.
5.1.38 Produce Quarterly GDP by expenditure	GSS (NAS)				X		Quarterly GDP by expenditure published	Quarterly.
5.1.39 Produce Regional Accounts (GDP- Production)	GSS (NAS)				X		Regional GDP published	End of the first quarter 2024.
5.1.40 Produce Annual GDP by (All 3 Approaches)	GSS (NAS)					X	GDP for production, expenditure, and income approaches published	End of the fourth quarter.
5.1.41 Conduct Annual Household Expenditure survey	GSS (NAS)			X	X	X	Annual household final consumption expenditure published	End of the third quarter.
5.1.42 Conduct Economic Survey		X	X				Economic survey conducted	End of 2020.
5.1.43 Conduct Informal transport survey	GSS (NAS)			X	X	X	Informal transport survey completed	End of third quarter.
5.1.44 Conduct Informal fishing survey	GSS (NAS)		X	X	X	X	Informal fishing survey conducted	End of third quarter.
5.1.45 Produce Satellite Accounts for the Energy Subsector	GSS (AES/NAS)		X	X	X	X	Satellite Accounts for Energy Subsector published	Fourth quarter.
5.1.46 Produce Satellite Accounts for the Mining Subsector	GSS (NAS)		X	X	X	X	Satellite Accounts for Mining Subsector is published	Fourth quarter.
5.1.47 Compile Tourism Market Statistics	GSS(SSS)	X	X	X	X	X	Tourism Market reports published	Fourth quarter.
5.1.48 Update PHC 4	SOCD			X			Report of localities in Ghana	End of fourth quarter, 2021.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.1 Develop and implement a road map for data production								
5.1.49 Produce Census Atlas	SOCD			X			Census Atlas	End of second quarter, 2021.
5.1.50 Conduct post census mapping	SOCD				X	X	Updated post census maps	End of last quarter, 2022.
5.1.51 Conduct spatial analysis of population against Health, education and other facilities	SOCD					X	Analytical Report on Health, education and other facilities produced	End of last quarter, 2023.
5.1.52 Update national sampling frame for household surveys	SOCD		X				Enhanced household Sampling frame	End of last quarter, 2020.
5.1.53 Build and coordinate a robust Civil Registration and Vital Statistics System in Ghana	CPMD/SDSD		X				Enhanced civil registration and vital statistics system in Ghana	End of last quarter, 2020.
5.1.54 Compile and update statistical compendium on women and men annually	CPMD	X	X	X	X	X	Enhanced statistical data on women and men Prepared compendium on men and women	End of last quarter.
5.1.55 Digitizing and Cataloguing of Official documents	GSS (Admin)	X	X	X	X	X	Improved administrative procedures and functions	End of last quarter.
Objective 5.2: Improve the Dissemination and Use of Official Statistics								
5.2.1 Rebrand GSS	GSS (CDD)	X	X	X	X	X	GSS rebranded and its visibility enhanced	End of fourth quarter.
5.2.2 Provide users with a timely, user-friendly and innovative GSS website which additionally facilitates ease of data request	GSS (CDD)	X	X	X	X	X	GSS website enhanced and made user-friendly to additionally facilitate ease of data request	End of the fourth quarter.
5.2.3 Implement mobile money mode of payment for statistical products and services.	GSS (CDD)	X	X	X	X	X	Mobile money mode of payment for statistical products and services as an option for ease of transaction implemented	End of fourth quarter.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.2: Improve the Dissemination and Use of Official Statistics								
5.2.4 Establish data/information Call Centre	GSS (CDD)	X	X	X	X	X	Data/information Call Centre established	End of fourth quarter.
5.2.5 Develop policy guidelines for documentaries	GSS (CDD)	X					Improved public awareness of GSS Policy guidelines on documentaries	End of the fourth quarter 2019.
5.2.6 Develop and air short documentaries on GSS data production	GSS (CDD)	X	X	X			Improved public awareness of GSS TV documentaries, receipts on documentaries	End of the third quarter.
5.2.7 Celebration of African Statistics Day	GSS (CDD)	X	X	X	X	X	Celebration of African Statistics Day institutionalized	End of fourth quarter.
5.2.8 Develop a plan for Statistical Literacy	GSS (CDD)	X	X	X	X	X	A plan Statistical Literacy developed and implemented	End of fourth quarter.
5.2.9 Distribute GSS statistical products to all public libraries	GSS (CDD)	X	X	X	X	X	Improved accessibility of GSS products	End of fourth quarter.
5.2.10 Provide stakeholders with timely, relevant, user-friendly, innovative products and services	GSS (CDD)	X	X	X	X	X	Innovative and user-friendly products made available	End of fourth quarter.
Objective 5.3: Develop and update statistical sampling frame								
5.3.1 Regular update the existing Compendium of Statistics Concepts, Definitions and Classification and Promote its use within the National Statistical System	CPMD	X	X				Inconsistencies in statistical concepts, definitions, classifications and methodologies resolved	End of 2020.
5.3.2 Update 2010 PHC Maps	GIS	X					2010 PHC Maps updated completely	End of the last quarter 2019.
5.3.3 Produce and print EA, SA and District Maps for Trial Census	GIS	X					Maps printed	End of the last quarter 2019.

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.3: Develop and update statistical sampling frame								
5.3.4 Edit/Update PHC 4	SOCD		X				GSS PHC 4 document prepared	Second quarter of 2020.
5.3.5 Business Process Mapping, Modelling and Improvement for all NSS members	IT		X				Business Process within the NSS strengthened	Minutes of meetings, maps, workshop reports, payments receipt etc.
5.3.6 Enterprise Architecture design and Integrated Architecture Framework	IT		X				IT processes enhanced	Minutes of meetings, workshop reports, payments receipt etc.
5.3.7 Enterprise Architecture Automation	IT		X				IT processes enhanced	Documents on enterprise architecture
5.3.8 Harmonize a 5-year administrative data collection templates for economic statistics over the next five years (2020–2024).	ESD	X	X	X	X	X	Enhanced Administrative data collection	Minutes of meetings, maps, workshop reports, payments receipt etc.
5.3.9 Increase coverage of Administrative data collection from MMDAs	GSS (RoD)		X	X	X	X	Coverage of Administrative data collection from MMDAs increased	Minutes of meetings, maps, workshop reports, payments receipt etc.
5.3.10 Produce data for annual report on civil registration and vital statistics	SDD	X	X	X	X	X	Increased statistical data on civil registration	Report on Civil registration and vital statistics

Objective/ Activity	Implementer	Year/Timeline					Verifiable Indicator	Target
		2020	2021	2022	2023	2024		
Objective 5.4 Institute quality assurance framework in the production of statistics								
5.4.1 Collaborate with Births and Deaths Registry to Produce and disseminate quality vital statistics reports in a timely manner.	SDD	X	X	X	X	X	Annual bulletin on births and deaths	End of last quarter of ensuing year.
5.4.2 Development of Data Quality Assurance Framework (DQAF) document		X	X				DQAF document developed	End of last quarter of 2020.
5.4.3 Collaborate with MDAs to harmonize administrative data collection templates to produce and disseminate statistical reports.	GSS-ESD, SDSD	X	X				Annual bulletin	End of last quarter of ensuing year.
5.4.4 Regional offices collaborate with MDAs/ MMDAs to collect quality administrative data	GSS (RoD)		X	X		X	Annual regional bulletins	End of 3 rd quarter of ensuing year.
5.4.5 Compile time series data on crime, education, health, migration and other administrative data	SDD		X	X	X	X	Annual time series data	End of last quarter of ensuing year.
Objective 5.5 Promote the use of non-traditional data								
5.5.1 Africa Regional Data Cube	GSS (Social and Demographic Directorate/ SDGs Secretariat		X	X	X	X	SDGs indicators: 1.6, 6.1, 2.1, 1.3.1, 5.1 & 5.3.1	End of last quarter.
5.5.2 Designing Applications to Foster the Health of Terrestrial and Wetland Ecosystems in the Coastal Zone of West Africa (Massachusetts Institute of Technology (MIT))	GSS (Social and Demographic Directorate/ SDGs Secretariat		X	X	X	X	SDGs indicators: 1.1, 5.1.1, 2.1 & 5.2.1 published	End of last quarter.

MONITORING AND EVALUATION

Introduction

The Monitoring and Evaluation (M&E) component is to track the progress of the strategy's implementation to assure its success. To achieve this, there is the need to develop key indicators that would be used to measure progress.

The M&E process will ensure that the implementation of planned activities is assessed against set targets to generate strategic information to guide decision making. Challenges and lessons learnt would be highlighted to guide future programmes.

Monitoring and Evaluation System

To measure the five goals and twenty-four (24) strategies, reporting templates have been developed for completion by key officers at the various levels of implementation. The data flow would be from each directorate and shared with the M&E section for compilation for the attention of Management.

To ensure timeliness in reporting, each directorate is expected to share their reports with the M&E section within 14 days of the end of each quarter, whilst the M&E section would share their report with Management within seven days of receipt to enhance evidence-based decision making. In effect, management should be reviewing the reports of the previous quarter within one month of the end of the quarter.

- a) **Custodian of the M&E Reports:** To ensure easy retrieval of all project documents, the Coordination and Programme Management Directorate (CPMD) shall be the custodian of all M&E reports and tools and will also be responsible for updating management at all times on the state of progress of the Strategy.
- b) **Definition of Indicators:** CPMD would be responsible for the definition of all indicators, specifying its numerator and denominator where applicable to prevent wrong interpretation.
- c) **Mid-Term Review:** The Strategy shall be reviewed in the middle of 2022 by officers outside the CPMD to validate the reports of the CPMD and provide management with an independent view of the progress of work.
- d) **Evaluation of the Plan:** An end of the period evaluation shall be conducted by an independent body in the last quarter of 2024. The outcome of the evaluation shall feed into the development of the next plan. The evaluation questions would address issues of sustainability of the Strategy, its relevance to the mandate of the Service, its impact, its efficiency and effectiveness in addressing the challenges that were identified during the initiation phase of the Strategy.

Outcomes of the evaluation will be made publicly available and feed into any future Corporate Plans for the Service.

APPENDICES

Ghana Statistical Service Programme of Censuses and Survey, 2020 - 2024

Item	Thematic Areas	Statistics and indicators to be produced	Pop. & Housing Census 2020	Annual Agric Survey	IBES II 2022-2023	GLSS 8 2022-2023	GDHS 7 2021-2022	Monthly PPS	Monthly CPS	Monthly PIS	MIS 2022-2023	ICTFS 2019-2020	USS 2021	CRCS 2019-2020	LFS 2020 & 2023	ICBT 2019-2023	MICS 2022-2023	UPS (Import/Export)	FVS 2020
			I	Economics	1. National accounts estimate and aggregates		X	X	X		X	X							
		2. Consumer price index and inflation rates				X			X										
		3. Government Income and Expenditure																	
		4. Balance of payment																	
		5. Interest rates																	
		6. Domestic investment			X														
		7. Foreign Aid Statistics			X														
		8. Microfinance statistics			X	X													
		9. Trade statistics			X	X													
		10. Remittances				X													
		11. Capacity utilization			X														
		12. Poverty Statistics		X		X	X												
		13. Prime Building Cost Index																	
		14. Foreign Tourist Arrivals and Departures			X														

Item	Thematic Areas	Statistics and indicators to be produced	Pop. & Housing	Annual Agric Survey	IBES II 2022-2023	GLSS 8 2022-2023	GDHS 7 2021-2022	Monthly PPS	Monthly CPS	Monthly PIS	MIS 2022-2023	ICTFS 2019-2020	USS 2021	CRCS 2019-2020	LFS 2020 & 2023	ICBT 2019-2020	MICS 2022-2023	UPS (Import/Export)	FVS 2020	
2	Industry and Trade	1. Value /Volume of Imports and Exports																		
		2. Distributive Trade statistics			x															
		3. Input-output of Industry			x															
		4. Employment in Industry	x	x	x	x	x													
		5. Producer Price Index							x											
		6. Unit price index (import/export)																		
3	Social and Demography	1. Net and Gross Enrolment rates	x																	
		2. Literacy rates	x					x												
		3. Pupil-Teacher ratio	x																	
		4. Pupil-Classroom ratio																		
		5. Category of teacher's statistics	x																	
		6. Ratio of girls to boys at all levels	x																	
		7. Employment and Unemployment rates	x		x															
		8. Economic Activity rates	x																	
		9. Child Labour	x		x	x														
		10. Infant mortality rate	x					x												
		11. Child mortality rate	x					x												
		12. Maternal mortality rate	x					x												
		13. Proportion of births attended by skilled health personnel						x												
		14. Life Expectancy	x					x												

Item	Thematic Areas	Statistics and indicators to be produced	Pop. & Housing	Annual Agric	IBES II 2022-2023	GLSS 8 2022-2023		Monthly PPS	Monthly CPS	Monthly PIS	MIS 2022-2023	ICTFS 2019-2020	USS 2021	CRCS 2019-2020	LFS 2020 & 2023	ICBT 2019-2023	MICS 2022-2023	UPS (Import/Export)	FVS 2020
			Census 2020	Survey															
		15. Diseases Prevalence						x											
		16. Rates of HIV/AIDS infection						x											
		17. Incidence of Malaria						x			x								
		18. Migration statistics	x		x														
		19. Population projections & Estimates	x																
		20. HIV/AIDS prevalence				x		x											
		21. Malaria prevalence						x			x								
		22. Proportion of population using insecticide treated mosquito nets						x			x								
		23. Proportion of tuberculosis cases detected and cured under directly observed treatment short course (DOTS)						x											
		24. Proportion of underweight children under five years of age						x											
		25. Proportion of under-five immunised						x											
		26. Cultural Statistics																	

4	Agriculture and Environment	1. Area under cultivation and yield		x															
		2. Proportion of land area covered by forest		x															
		3. Proportion of population using solid fuels	x	x		x													
		4. Proportion of population using improved water source	x			x	x												
		5. Proportion of population with access to improved sanitation	x			x	x												
		6. Access to electricity	x			x	x												
		7. Access to health facilities	x			x	x												
		8. Proportion of Land Area Degraded by Surface Mining			x														

Item	Thematic Areas	Statistics and indicators to be produced	Pop. & Housing Census 2020	Annual Agric Survey	IBES II 2022-2023	GLSS 8 2022-2023	GDHS 7 2021-2022	Monthly PPS	Monthly CPS	Monthly PIS	MIS 2022-2023	ICTFS 2019-2020	USS 2021	CRCS 2019-2020	LFS 2020 & 2023	ICBT 2019-2023	MICS 2022-2023	UPS (Import/Export)	FVS 2020
		9. Proportion of Population Living in Slums	x			x													
		10. Arable land		x															
		11. Yield per acre		x		x													
		12. No. of Livestock by Type		x		x													
		13. Fish Catch		x		x													
5	Infrastructure	1. Housing statistics	x			x	x												
		2. Transportation and road statistics		x		x													
		3. ICT Indicators	x		x	x						x							

USS

User Satisfaction Survey

PPI

Producer Price Survey

CRCS

Children Residential Care Survey

ICBTS

Informal Cross Border Trade Survey

MIS

Malaria Indicator Survey

IBES

Integrated Business Establishment Survey

LFS

Labour Force Survey

MICS

Multiple Indicator Cluster Survey

GLSS

Ghana Living Standard Survey

GDHS

Ghana Demographic Health Survey

FVS

Food Vulnerability Survey

ICTFS

Information and Communication Technology Facility Survey

UPS

Unit Price Survey