NATIONAL INSTITUTE OF
STATISTICS OF RWANDA

National Strategy for the Development of Statistics

2

2014/15-2018/19

NATIONAL INSTITUTE OF STATISTICS OF RWANDA

The Republic of Rwanda

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Foreword

The process of designing the second National Strategy for the Development of Statistics (NSDS2) for Rwanda was launched in March 2013, one year before the first NSDS (2009-2014) completed its term. The context of Rwanda's statistical requirements are the country's development priorities, as articulated in its long-term development agenda - Vision 2020, in its mid-term development plan - EDPRS2 and global development commitments.

NSDS2 will provide the country with a comprehensive framework for the compilation and development of statistics to enable decision makers at all levels to plan and execute appropriate positive changes in a more coordinated, synergistic and efficient manner. It also provides a coherent roadmap for strengthening statistical capacity, especially in meeting statistical requirements for an increasingly complex economy.

This publication, therefore, presents the final version of the proposed strategy. It has been designed in a consultative and participatory approach in order to mobilize support, build ownership and obtain commitments from all stakeholders to strengthen the National Statistical System (NSS).

NSDS2 is a testimony of the Government of Rwanda's commitment to strengthen the statistics system. Its systematic sequencing of programs building on achievements of NSDS1, consolidating and forging linkages with future requirements gives confidence that the gains are sustainable.

As the Minister of Finance and Economic Planning, I want to seize this opportunity to commend NISR for the landmark achievement, and all our stakeholders for their extensive and wide-ranging inputs in the preparation of NSDS2. Furthermore, I request continued commitment in supporting the achievement of its ultimate objectives.

Claver GATETE
Minister of Finance and Economic Planning

Preface

Statistics are crucial to the national development process. Statistics facilitate the design, management and evaluation of policies, and encouraging and informing dialogue. Statistics are also a key resource for businesses, academia and the general public. With growing emphasis on evidence-based policy-making and effective performance management, the need for statistics has increased more than ever before.

The Government of Rwanda has recently reformed the law determining the organization of statistical activities in Rwanda. The Law n° 45/2013 of 16/06/2013 repealed the previous Organic Law n° 01/2005 of 14/02/2005 to provide a sound legal environment for the development of statistics in the country.

The foundation is now in place for all stakeholders to take on the challenge of developing fully the statistics that the nation requires in order to achieve its development goals.

The Board of Directors of the National Institute of Statistics of Rwanda (NISR) would like to commend the NISR management, staff and the National Statistical System (NSS) of Rwanda in general for their timely development of the second NSDS, after succeeding in implementing the previous NSDS (NSDS1) between 2009 and 2014. The gains in NSDS1 give us confidence that NSDS2 will also be implemented.

On this note, the Board of Directors, through the Ministry of Finance and Economic Planning, wish to solicit adoption of NSDS2 as the framework for planning, budgeting and implementation of statistical activities for the five years 2014/15 to 2018/19.

The Board of Directors also pledge its continued support to statistics development in Rwanda and particularly in ensuring that NSDS2 is implemented. We will continue to advocate for statistics and mobilize all stakeholders.

Monique NSANZABAGANWA, PhD
Chairperson, NISR Board of Directors

Acknowledgements

The National Institute of Statistics of Rwanda has the great honor to present to His Excellency, the President of the Republic of Rwanda, to the Right Honorable Prime Minister, to the Honorable Minister of Finance and Economic Planning, to the Chairperson of NISR's Board of Directors, and to all our esteemed stakeholders, the second National Strategy for the Development of Statistics in Rwanda (NSDS2), covering the period 2014/15 – 2018/19.

The Government of Rwanda has recently reviewed most of its development targets for Vision 2020. It explicitly emphasized fast tracking economic growth and development targets of the country with the aim of meeting its ultimate objective of building a strong economy and a more equitable society where everyone participates and creates opportunities for every citizen to prosper.

NSDS2 therefore, provides a concrete roadmap and a comprehensive framework for statistical activities planned over the next five years. The strategy was carefully designed to respond to the statistical needs for monitoring and evaluating EDPRS2. It also sets out operational and working relationships as well as a framework for assigning and sharing responsibilities among member institutions of the NSS, aiming at providing effective official statistics in the most efficient and timely manner.

In this regard, NISR appreciates the commitment and cooperation of all the member institutions of the NSS in designing and developing NSDS2, especially in carrying out situation assessments of the sectors, and in designing strategic actions and the general orientation and prioritization of activities for NSDS2 as a whole.

Development partners have also contributed professional advice and their well-informed comments have improved the design of NSDS2. We profoundly value their partnership and their commitment to continue supporting the development of statistics in Rwanda, including providing high level advocacy for statistics.

Furthermore, we are highly indebted to the Government of Rwanda, for its relentless support to the development of statistics.

Finally, to all staff of NISR and the entire NSS I congratulate you for swiftly implementing NSDS1 and smoothly transitioning to NSDS2.

Yusuf MURANGWA
Director General, NISR

List of Abbreviations and Acronyms

AfCS	African Charter on Statistics
AMIS	Agricultural Management Information System
AYSCUDA	Automated System for Customs Data
BNR	Banque Nationale du Rwanda
BoP	Balance of Payement
CBHI	Community Health Worker Information
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CO2	Carbon dioxide
COMESA	Common Market for Eastern and Southern Africa
CPI	Consumer Price Index
CR/VS	Civil Registration and Vital Statistics Systems
DDC	Digital Data Capture
DDDS	Dakar Declaration on the Development of Statistics
DFID	Department for International Development
DG	Director General
DHS	Demographic and Health Survey
DQAF	Data Quality Assessment Framework
EAC	East African Community
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale sur les Conditions de Vie des ménages (the Integrated Household Living Conditions Survey)
EU	European Union
EWSA	Energy Water and Sanitation Authority
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GMO	Gender Monitoring Office
HEC	Higher Education Council
HIV/AIDS	Human immunodeficiency virus infection / acquired immunodeficiency syndrome
HMIS	Health Management Information System
HMN	Health Metrics Network
ICT	Information and Communication Technology
NIDA	National ID Agency
IDSR	Integrated Disease Surveillance and Response
IMF	International Monetary Fund
IFC	International Finance Corporation
ISCED	International Standard Classification of Education

ISCO	International Standard Classification of Occupations
ISIC	International Standard Industrial Classification of all Economic Activities
IT	Information Technology
JRLO	Justice, Reconciliation, Law and Order
MAPS	Marrakech Action Plan for Statistics
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINADEF	Ministry of Defense
MINAFFET	Ministry of Foreign Affairs and Cooperation
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINEAC	Ministry of East African Community
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MININTER	Ministry of Internal Security
MINIRENA	Ministry of Natural Resources
MINISANTE	Ministry of Health
MINISPOC	Ministry of Sports and Culture
MoH	Ministry of Health
MYICT	Ministry of Youth & ICT
NAEB	National Agricultural Export Development Board
NADA	National Data Achieve
NAS	National Agriculture Survey
NASD	Needs Assessments and Strategy Development
NCBS	National Capacity Building Secretariat
NCHR	National Commission for Human Rights
NGO	Non-Governmental Organization
NISR	National Institute of Statistics of Rwanda
NPPA	National Public Prosecution Authority
NQAF	National Quality Assurance Framework
NSDS	National Strategy for the Development of Statistics
NS	Nutrition survey
NSS	National Statistical System
NURC	National Unity and Reconciliation Commission
OAG	Office of the Auditor General of State Finances

OECD   Organization for Economic Cooperation and Development

PARIS21   The Partnership in Statistics for Development in the 21st Century

PMCT   Program Management and Coordination Team

PDF   Portable Document Format

PDSN   The Strategic Plan for the Development of National Statistical System

PHC   Population and Housing Censuses

PPI   Producer Price Index

PPI-M   Producer Price Index for Manufacturing

PSC   Public Service Commission

PSF   Private Sector Federation

PRSP   Poverty Reduction Strategy Paper

RAB   Rwanda Agriculture Board

RALGA   Rwanda Association of Local Government Authorities

RBC   Rwanda Biomedical Center

RCS   Rwanda Correctional Service

RDB   Rwanda Development Board

RDB-IT   Rwanda Development Board- Information Technology

REB   Rwanda Education Board

REMA   Rwanda Environment Management Authority

RGB   Rwanda Governance Board

RHA   Rwanda Housing Authority

RLDSF   Rwanda Local Development Support Fund

RNP   Rwanda National Police

RNRA   Rwanda Natural resources Authority

RRA   Rwanda Revenue Authority

RRSF   Reference Regional Strategic Framework

RSDS   Regional Strategies for the Development of Statistics

RSDP   Regional Statistical Development Plan

RSSB   Rwanda Social Security Board

RTDA   Rwanda Transport Development Agency

RwF   Rwandan Francs

SACCO   Savings and Credit Cooperative

SADC   Southern African Development Community

SC/NPG   Steering Committee and National Partnership Group

SDDS   Special Data Dissemination Standard

SDMX   Statistical Data and Metadata Exchange

SSP   Sector Strategic Plan

SHaSA   Strategy for Harmonization of Statistics in Africa

SWG   Sector Working Group

SWOT   Strengths, Weaknesses, Opportunities, Threats

UK   United Kingdom

UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHSCP	UN National Household Survey Capability Programme
UNICEF	United Nations Children Fund
UNSD	United Nations Statistics Division
UNWOMEN	the United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States dollar
VAT	Value Added Tax
VUP	Vision 2020 "Umurenge" Project
WATSAN	Water and Sanitation
WB	World Bank
WDA	Workforce Development Authority
WHO	World Health Organization
WPI	Wholesale Price Index
XMPI	Export and Import Price Indices

Executive Summary

Context

Rwanda needs to make effective use of good quality statistics in order to achieve its development goals. This applies across the public and private sectors and civil society. The second National Strategy for the Development of Statistics (NSDS2) sets out priorities, strategies and an action plan to position the National Statistical System (NSS), with the National Institute of Statistics of Rwanda (NISR) at its center, to be ready to provide the statistics needed by a middle income country by 2020. The more immediate outcome is that a strengthened and well-coordinated NSS will meet the statistical challenges of implementing the second Economic Development and Poverty Reduction Strategy (EDPRS2) and sector strategies, including providing the data required for program design, management and monitoring.

The need for more effective use of better statistics has also been highlighted internationally by data needs to achieve the Millennium Development Goals, the international roundtables on managing for development results, the high-level forums on aid effectiveness, and regional integration processes. The origins of the NSDS approach can be traced back to the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s, reinforced by the IMFs dissemination and quality assessment frameworks, and the creation of PARIS21 (Partnership in statistics for development in the 21st century).

Both of Rwanda's NSDSs were designed and implemented in close consultation with NSS stakeholders. Rwanda's first NSDS, covering 2009 to 2014, achieved substantial progress including carrying out the 2012 Population and Housing Census and two major household surveys (EICV and DHS). Key economic statistics have been produced on time and statistics have been disseminated according to an Advance Release Calendar. NISR has forged links across the NSS and built capacity, both in terms of staff and infrastructure, from a low base in 2009.

Assessments of the NSS

Rwanda's second NSDS (NSDS2) is based on assessments of the current capacity of the NSS to meet data needed to support national policy objectives, and sets out a strategic framework to achieve them between 2014/15 and 2018/19. The national statistical system in Rwanda comprises NISR, other providers of official statistics (line ministries and other public agencies), users of statistics, data suppliers (public and private institutions, NGOs, households and the population), and research and training institutions involved with statistics. Situation assessments were carried out as follows: a SWOT analysis (strengths, weaknesses, opportunities and threats) of the NSS as a whole; an organizational assessment

of NISR; an assessment of the statistical capacity of the 14 EDPRS2 sectors; reviews of district-level data and of cross-cutting statistics; and a user satisfaction survey has been carried out. The key conclusions follow, taking account also of gaps and challenges identified at the end of NSDS1.

NISR has developed its capacity and implemented all priority 1 activities and, to a large extent, priority 2 and 3 activities identified in NSDS1. However, given the increasing statistical demands, NISR needs to increase its capacity in terms of additional staff, their skills set and some functions require more emphasis. The major surveys need to be carried out more frequently and there are gaps in some areas, such as business statistics, labour statistics, and environment statistics, to mention but a few. NISR plays a key role in the EDPRS2 monitoring process and is supporting sectors and districts to strengthen their administrative data systems. The development of statistical activities is still at an early stage of development in most NSS institutions. Administrative records and management information systems, particularly the civil registration system, require strengthening. Further improvements are needed in the quality and timelines of statistics and the NSS needs to be strengthened and better coordinated. Capacity development needs to continue, both among producers and users of statistics.

Few NSS institutions have dedicated statistical units, and financial and material resources, including IT, are insufficient. Harmonization of statistical concepts and definitions, as well as quality assessment, is needed. Communication between statistical data producers and users (such as civil society and the media) is weak, hindering the optimum use and public awareness of available statistics. More attention needs to be paid to dissemination, access, metadata, baselines, prioritization, and disaggregation of data, e.g. on gender, age and geography (district level).

These findings have informed the development of strategic objectives to ensure that Rwanda has the statistics, analysis and statistics usage needed to underpin effective policy making, planning and program implementation. In the longer term, sector strategies for statistics should be produced to provide a framework for statistical activities, capacity building and coordination within and between the sectors.

Strategic framework

The design of NSDS2 and planning for its implementation takes account of the need for the NSS to evolve and be strengthened in order to provide and use the reliable, coherent, and effective statistics that measure all aspects key to putting Rwanda on a higher growth trajectory. NSDS2 will prepare the NSS to face these challenges, during a period of rapid growth and change, to support implementation of EDPRS2, achieve Vision 2020, meet the data needs of the emerging post-2015 MDG Agenda, and prepare for middle income status. The NSS will grow in size and become more complex. Coordination of the NSS will be

strengthened. The aim is a fully coordinated NSS with all sectors interacting effectively with NISR and with each other. NISR will provide data to support EDPRS2 through a planned schedule of surveys and censuses and provide capacity support to sectors and districts in order to strengthen their administrative data system, particularly the civil registration system.

NSDS2 will build from the achievements of NSDS1 in pursuing the following six strategic objectives and associated outputs:

1. ***Strengthen civil registration system, administrative records, surveys and other sources of data***, through: Strengthened vital statistics; established sound administrative records for example in education, health, infrastructure, social security and others; Strengthened surveys like the household income and expenditure survey for poverty measurement, the demographic and health surveys, introduction of integrated business enterprise surveys and labor force surveys, conducting periodic establishment censuses and other sources of data including those for monitoring the GDP, inflation, and so forth. Data capture and production processes will also be strengthened.

2. ***Improve quality, dissemination of statistics and public statistical literacy***, through: Putting in place standard quality assurance frameworks to guide and assure good quality statistical production; Improved dissemination of statistical data on the website and other IT tools that foster easy access to both published data and micro data, and improved basic public statistical literacy.

3. ***Improve statistical advocacy and integrate use of statistics in decision making***, through: Policy and decision makers engaged in setting the Statistical Agenda and continuous dialogue with data users.

4. ***Develop capacities within NSS***, through: Strengthened human resource management in NISR; Strengthened human resource development within NSS; Strengthened ICT infrastructure for NISR and NSS; Strengthened physical assets of NISR; Strengthened knowledge management within NSS and effective implementation of NSDS2.

5. ***Consolidate coordination within NSS***, through: Improved coordination of statistical concepts and methods and statistical activities across sectors.

6. ***Improve resources mobilization and build strategic partnerships***, through: Effective resource mobilization for activities in NSS; Efficient resource management and Strategic partnerships built.

Capacity building and coordination through strategic objectives 4 and 5 will play a crucial role in enhancing the supply, quality and use of statistical data, as articulated in the first

three strategic objectives, supported also by resources mobilized through strategic partnerships (strategic objective 6). The strategic objectives and outputs will be achieved through the activities that are summarized, together with summaries of the expected results and costs, in the tables in chapter 5. Priorities have been set for each activity based not only on their importance and urgency but also on the capacity and resources of the NSS, and NISR in particular, to implement them. Full details of the activities, priority ranking, responsibilities, and annual costs are presented in Annex I.

The outcome of NSDS2 will be a strengthened, well-coordinated and flexible NSS that is positioned to face the challenges and needs for statistics of Rwanda as a middle income country. The sustainable long-term impact will be effective use of good statistics and statistical analysis to underpin effective policy making, planning and implementation by the Government of Rwanda, private sector, civil society, and development partners.

It is clear that more staff will be needed in NISR and NSS to provide essential statistics as Rwanda pursues sustainable growth and development. However, successful implementation of NSDS2 will also depend on how well the activities are carried out. Implementation of NSDS2 will be enabled by innovative methods and enabling technologies that support the various sources of data, including surveys and censuses, administrative data and the civil registration system, with the focus on quality and accessibility of the data produced, analyzed and used. NISR will be at the center, fulfilling its role as the key data provider and coordinator of a strengthened NSS.

Implementation of NSDS2

Annual action plans based on projects in the NSDS2 will be prepared by each implementing institution, showing detailed activities, targets, timetables and budgets based on the available resources. NISR stakeholders will be involved in the planning of surveys and other major activities, through the consultation processes established in each case. Ensuring coordination and a collaborative approach will be an integral part of the implementation arrangements.The governance mechanisms will be based on the successful arrangements established for NSDS1.

All outputs and activities of NSDS2 will be monitored and feedback will be used to check on progress and, where necessary, to improve implementation processes. The logical framework (Annex II) includes a list of indicators that will be used to monitor progress. Other NSS institutions will monitor implementation at the sector level, while NISR, as the coordinating agency, will monitor the implementation of NSDS2 as a whole. Annual reviews of the implementation of NSDS2 will be carried out, as well as a mid-term review. The mid-term and later annual reviews will help to guide the preparation of NSDS3. User satisfaction surveys will be carried out periodically to assess how well users' needs are met.

The new NSDS provides a great opportunity to promote the culture of evidence-based policy and decision making in all sectors of society. An effective communication and advocacy strategy will be developed at an early stage to identify the key people and institutions who can help the NSS achieve its objectives, and how they can be persuaded to do so, as well as communicating the key messages about the value of making effective use of good statistics.

The cost of implementing NSDS2 over the five-year period is RWF 63.3 billion, equivalent to US$ 94.68 million (at an exchange rate of 1USD/669RwF). NSDS2 will be financed by the Government of Rwanda and development partners. It should be stressed that this investment in statistical production, analysis and use, as well as building sustainable capacity for the longer term, will pay for itself many times over in terms of better policies, decisions and resource allocation, as a result of making effective use of good statistics.

Table 1: Annual cost and percentage of implementing NSDS2 prioritized activities

Amounts in RwF are in billions while USD in millions						
Priority	**2014/2015**	**2015/2016**	**2016/2017**	**2017/2018**	**2018/2019**	**Total Cost**
Priority 1						
RwF	11.4	8.36	9.63	11.2	8.46	49.06
USD	17.04	12.5	14.4	16.74	12.64	73.33
%	72.70%	71.40%	78.50%	85.00%	80.50%	77.50%
Priority 2						
RwF	3.55	2.95	1.75	0.92	1.43	10.6
USD	5.31	4.41	2.61	1.37	2.14	15.84
%	22.70%	25.20%	14.20%	7.00%	13.60%	16.70%
Priority 3						
RwF	0.72	0.4	0.89	1.05	0.62	3.68
USD	1.08	0.6	1.32	1.57	0.92	5.5
%	4.60%	3.40%	7.20%	8.00%	5.90%	5.80%
Total						
RwF	15.68	11.72	12.26	13.17	10.51	63.34
USD	23	18	18	20	16	94.68
%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Priority 1 activities are those priority activities over which NISR exerts its direct control. Priority 2 activities are those priority activities in which NISR plays the role of a partner (to varying degrees) in their execution, and these activities will be carried out progressively. Priority 3 activities are activities that will mainly be implemented and controlled by NSS partners. NISR's role will be limited to clearing the project.

Achieving and sustaining the NSDS2 vision and outcome

Achieving the vision of NSDS2 will require statistics that are not only produced and analysed, but are also used effectively to underpin effective policy making, planning and program implementation, both by the private and public sectors. Within the lifetime of NSDS2, strengthening and coordinating the NSS in order to meet the priority statistical needs to monitor EDPRS2, inform policy development for EDPRS3, and position the NSS to face the challenges of Rwanda as a middle income country, will require adequate financial, material and staff resources. New and existing staff will need to be well trained to face the ever-increasing and changing demands for statistics.

The sustainability of achievements over the next five years will be assured by institutional and human capacity building within the NSS - by securing the capacity to produce, analyze and use statistics in future years, as well as providing the statistics needed immediately. Financial sustainability will be secured by an increasing Government contribution to statistical development.

1. Background

1.1 Introduction

There have been determined initiatives, both at the national and international levels, to improve the availability, accessibility and integration of reliable statistics into policy and decision making. In this context, the National Statistical System (NSS) of Rwanda provides the institutional arrangements to focus efforts on collecting, processing, disseminating and using official statistics.

To serve its purpose effectively, the NSS requires strategic and coherent planning, bringing together various stakeholders to achieve the shared goal of better use of good quality statistics. The National Strategy for the Development of Statistics (NSDS) approach has proven to be of critical importance in articulating, and providing the framework for implementing the strategies for the development of statistics.

The Partnership in Statistics for Development in the 21st Century (PARIS21) - a global coalition of national, regional and international statisticians, analysts, and policy-makers defines NSDS as "a consistent set of interdependent decisions, taken by the national authorities with respect to what will be done during the next four to five years in order to ensure that better statistics and better analyses of these statistics are made available, and thereby meet the priority needs of national and international decision-makers as well as those of civil society" (PARIS 21, 2007).

Rwanda's first National Strategy for the Development of Statistics (NSDS1) covered the period 2009-2014. NSDS1 achieved substantial progress including carrying out the 2012 Population and Housing Census and two major household surveys; producing and disseminating key economic statistics on time; and building capacity in terms of staff and infrastructure from a low base in 2009. Gaps remain in the availability of statistics from administrative sources, notably the civil registration system. The NSS needs to be strengthened and better coordinated and capacity development needs to continue, both among producers and users of statistics. Rwanda's second NSDS (NSDS2) establishes the priorities of the NSS to support national policy objectives, and sets out a strategic framework to achieve them during the period 2014/15 - 2018/19.

1.2 Origins of the NSDS approach

The origins of the NSDS approach can be traced back to the Needs Assessments and Strategy Development (NASD) advocated by the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s. In the late-1990s, the IMF's dissemination standards, the Special Data Dissemination Standard (SDDS) and the General Data Dissemination

System (GDDS), followed by the Data Quality Assessment Framework (DQAF), provide benchmarks for reinforcing the quality of statistics. NSDS gained its prominence in February 2004 in Marrakech, Morocco at the Second International Roundtable on Managing for Development Results - a forum where representatives from developing countries and development agencies discussed the challenges of measuring impacts at all phases of national development processes. The Marrakech Action Plan for Statistics (MAPS) - *"Better Data for Better Results - An Action Plan for Improving Development Statistics"* - endorsed at the roundtable urged countries to design NSDSs, with a view to having nationally produced and owned statistics, inter alia, to inform the design and implementation of national development policies and to monitor progress towards the Millennium Development Goals (MDGs) (PARIS21, 2004). In November 2009, at the 10th anniversary of the creation of PARIS21, the partnership endorsed the "*Dakar Declaration on the Development of Statistics (DDDS)*" calling for international efforts for effective and efficient implementation of NSDS in countries (PARIS21, 2009).

The Fourth High Level Forum on Aid Effectiveness which took place in Busan, Korea, from 29 November to 1 December 2011, was the culmination of a process initiated with the High Level Forum in Paris in 2005 and followed by the Accra Forum in 2008. The Busan Partnership for Effective Development Co-operation is a milestone for a new era in international development co-operation, including the Busan Action Plan for Statistics - *"Statistics for Transparency, Accountability, and Results"* – which has three principal objectives, to: fully integrate reliable statistics in decision making, promote open access to statistics, and increase resources for statistical systems. The Busan action plan promotes a system-wide approach to statistical capacity development to integrate national statistical activities with the requirements of planning, budgeting, monitoring and results. It also recognizes the important synergies between survey and census-based data, administrative data, and vital statistics.

More recently, the 44th session of the Statistical Commission held at the United Nations Headquarters, New York from 26 February to 1 March 2013, called upon all African countries and development partners to give high priority to statistics in their development programmes, and to support the mainstreaming of statistics in country development processes, including growth and poverty reduction strategies; to improve the implementation of their NSDSs; and urged African Governments and development partners to scale up their technical and financial support for the implementation of NSDSs.

In Africa, the Reference Regional Strategic Framework (RRSF) sets out a coherent framework to build statistical capacity. The framework provides guidance to countries on how to improve their statistics and increase their use in policy-making and decision-making. The RRSF's overall objective is to improve development outcomes and good governance by strengthening national statistical systems in Africa.

Much progress has been achieved at the global and regional level, but it has been recognized that a lot more needs to be done in countries where many statistical systems are still weak. Countries are urged to implement NSDSs to address issues such as gaps in disaggregated data, almost non-existent civil registration systems and uncoordinated administrative data collection mechanisms, among others, requires particular attention in many countries.

1.3 The international context for official statistics

Recognition of the importance of statistics in evidence-based policy making has hugely increased the demand for statistics nationally, for instance to design and monitor national development plans. Internationally, the requirement for good quality statistical data to monitor progress towards the MDGs, and the need to improve the effectiveness of development assistance has focused attention on National Statistical Systems.

When the MDGs were adopted in 2000, the large gaps in reliable data required to monitor them, came to the forefront. The demand for comparable, good quality statistics relating to the MDGs has helped to evolve concepts such as Managing for Development Results and initiatives such as the International Conference on Financing for Development held at Monterrey, Mexico in 2002 (UN, 2003). One of the concerns was to measure results throughout the development process. This required countries to develop strong National Statistical Systems capable of meeting statistical capacity development challenges. The '*Paris Declaration on Aid Effectiveness*' (OECD, 2005) also highlighted the requirement for cost-effective data for results-oriented reporting and assessment frameworks. Most MDG targets end in 2015 and, as part of the deliberations about the post 2015 global development agenda, there is a renewed interest in the availability, quality and accessibility of data and statistics for guiding policy, monitoring progress, measuring results, and supporting analyses. The high-level panel report - "*a new global partnership, 2013*" - on the post 2015 development agenda called for a "data revolution" and proposed a new international initiative - Global Partnership on Development Data (UN, 2013b). This call and the initiative again provide obvious signs and directions in which countries should lead their own data priority-setting and production.

1.4 Regional context

In Africa, statistical capacity building activities have intensified over the past several years, primarily driven by the need for reliable and up-to-date data for better measuring, monitoring and managing for development results.

Regional organizations such as the Common Market for Eastern and Southern Africa (COMESA), the Southern African Development Community (SADC) and the East African Community (EAC) etc., have taken concrete steps to facilitate the compilation and

dissemination of harmonized statistics for use in evidence-based policy and decision-making at regional levels.

These efforts have significant influence on monitoring the convergence of the agreed regional targets in a bid to deepen regional integration. For example, in recent years, Rwanda has put in enormous efforts to support integration in the EAC. Such regional integration processes require comparable statistics based on methodologies and frameworks harmonized between member countries. In this context, development of the Regional Statistical Development Plan (RSDP) for EAC is an important step.

NSDS2 is developed in harmony with regional efforts for the development of statistics and it adheres to the principles and recommendations of the African Charter on Statistics (AfCS) and Strategy for Harmonization of Statistics in Africa (SHaSA) (adopted in February and July 2009 respectively) to meet the regional standards on statistics.

1.5 National context

The war and genocide of 1994 devastated Rwanda's fragile economic base, severely impoverished the population, particularly women, and temporarily held up the country's ability to attract private and external investment. However, as Africa's most densely populated country, trying to overcome the limitations of its small, landlocked economy by leveraging regional trade, Rwanda has achieved considerable progress in economic, political and social recovery by adopting radical reforms.

Rwanda finalized its interim Poverty Reduction Strategy Paper (PRSP) in November 2000. A number of poverty studies were undertaken to support this effort, including the National Poverty Assessment, the Poverty Relevance Test, and the Butare pilot of the *Ubudehe* Community Action planning. Following an extensive consultation process, Rwanda's first PRSP was produced in November 2001 (MINECOFIN, 2002a).

The requirement to comprehensively monitor the implementation of the PRSP and other national plans highlighted the urgent need for the revival of the national statistical production system and restoration of effective dialogue among producers and users of statistical data. The Strategic Plan for the Development of National Statistical System (PDSN) covering the period 2003-2007 was designed and developed in 2002 precisely in this context (MINECOFIN, 2002b).

In 2007, Rwanda launched its first Economic Development and Poverty Reduction Strategy (EDPRS1), covering the period 2008 - 2012. This medium term strategy was built upon the lessons learnt from the PRSP process, where key concerns were driven by the emergency period that the country had gone through. This time, as a stable nation, improving economic governance, decentralization of public service delivery and the involvement of the private sector in both decision-making and policy implementation were stressed.

In line with EDPRS1, and mainly as the information backbone for its monitoring, the first National Strategy for the Development of Statistics (NSDS1) covering the period 2009-2014 was shaped. As Rwanda adopts its 2nd EDPRS covering the period 2013 – 2018, after experiencing the fastest period of growth and socio-economic progress in its history, the NSDS2 aims to facilitate achievement of national development outcomes, while building a strong statistical foundation for a middle-income country, a status Rwanda aspires to achieve by 2020.

The National Institute of Statistics of Rwanda (NISR) will be integral to the NSDS2 monitoring process by providing data for the construction of indicators. NISR will execute a planned schedule of surveys and censuses to meet data and information needs for EDPRS2. In addition, NISR will provide capacity support to sectors and districts in order to strengthen administrative data systems. NISR will also compile the meta-data for monitoring indicators for the EDPRS2; and, towards the end of the strategy period, provide the statistics needed to evaluate EDPRS2 and assist the design of EDPRS3.

2. Design and Development Process

2.1 Alignment with national development priorities

The NSDS2 is aligned with Rwanda's national development priorities, particularly as articulated in the EDPRS2 (MINECOFIN, 2013a). EDPRS2 has four Thematic Area Strategies which comprise Economic Transformation, Rural Development, Productivity and Youth Employment, and Accountable Governance. It also considers 14 Sector Strategies at the national level, 30 District development strategies, the City development plan for Kigali City and seven Cross-cutting issues (MINECOFIN, 2013b). Diagram 1 depicts the inter-connections between these strategies.

Diagram 1: EDPRS2 strategies
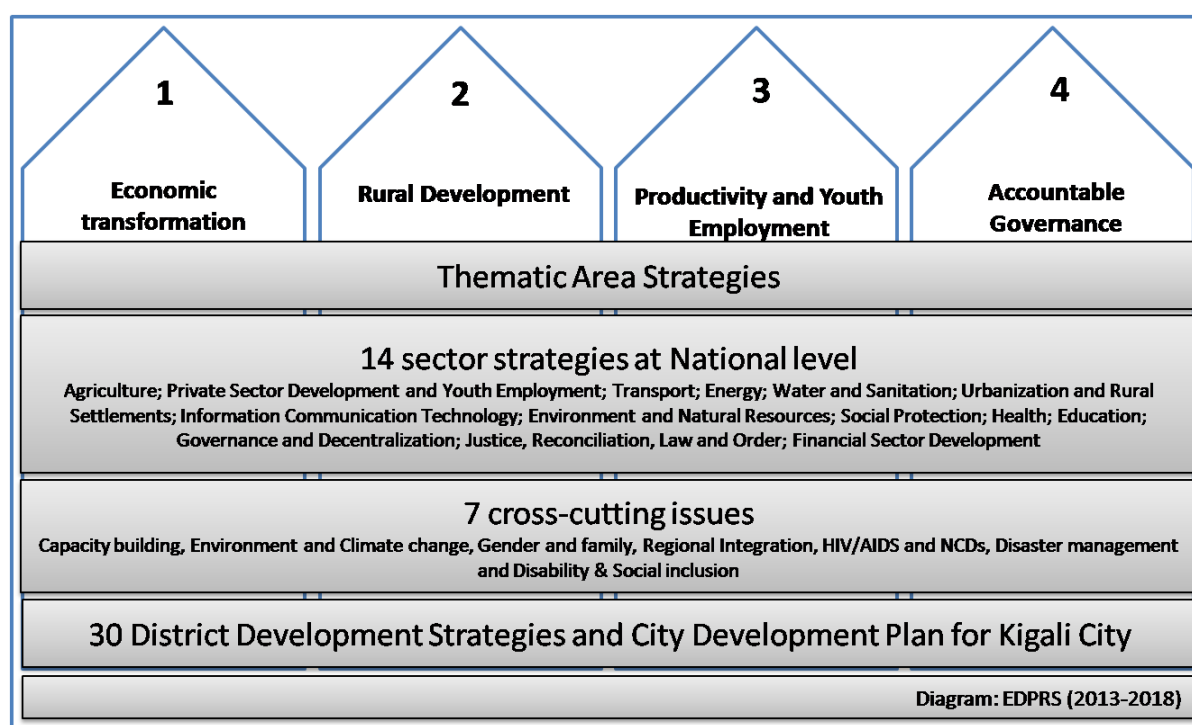
From the viewpoint of the NSS, statistics clustered around the 14 sectors provide a substantive basis to develop a comprehensive strategic framework for statistics in Rwanda. From a broader perspective, the sector strategies subsume not only considerations such as the *thematic area strategies*, *district development strategies*, and *the development plan for Kigali city,* but also the *cross-cutting issues* contained in EDPRS2 (Capacity building, Environment and climate change, Gender and family, Regional integration, HIV/AIDS and Non Communicable Diseases, Disaster management and Disability & Social Inclusion).

Each of the 14 sectors, coordinated through their respective Sector Working Groups (SWGs), has developed sector specific strategic documents. These outline the future directions for each sector over the next five years, prepared specifically to feed into the EDPRS2 process,

and provide a structured governance framework backed by strong policy orientation. The statistical requirements of each sector were articulated in their respective sector strategies. NSDS2 is built around approaches to strengthen the various development sectors to meet their collective needs and obligations to produce statistics for constant monitoring of EDPRS2.

2.2 Consultation processes

Recognizing that the process of designing and developing the strategy is as important as the strategy itself, due attention has been given to both of these aspects in elaborating NSDS2. NSDS2 evolved through a highly participatory and consultative process involving the entire NSS, including both the public and private sectors, national and sub-national institutions, civil society and development partners (Annex V).

With the formation of a multidisciplinary team dedicated to designing and developing NSDS2, the work at NISR started in March 2013. Desk research was undertaken by the team, based on independent assessments of the NSS and NSDS1 (through annual and mid-term reviews) and on various guidelines concerning NSDS development. NSDSs from other countries and Regional Strategies for the Development of Statistics (RSDS) were also reviewed. This phase paved the way for the preliminary planning of NSDS2.

The consultation process with key sectors, as identified in EDPRS2, started in September 2013. The lead institutions and other members within the SWGs were consulted through focused group discussions, guided by a questionnaire that included detailed statistical information obtained through other channels. These consultations gave weight to capturing the need for coordination and capacity development within NSS, including meeting the statistical requirements at sub-national levels such as districts. Represented mainly by statisticians and staff in charge of planning and monitoring activities in various government institutions and ministries, the statistical assessment of sectors led to the comprehensive Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the NSS collectively.

The National Institute of Statistics of Rwanda, both as an organization and also as the custodian and the coordinator of NSS, was assessed through a formal organizational assessment carried out by independent consultants.

The needs of users of statistics were assessed through the user satisfaction survey conducted in 2012, and also through other assessments such as annual and mid-term evaluations of NSDS1.

Subsequent meetings with stakeholders, including the international development partners, were held. The draft document was put online (NISR website) for public review and soliciting comments from stakeholders. Taking account of all of these processes, findings were validated and the strategic recommendations and plan of actions were derived.

Overall, it was an iterative process that involved all key stakeholders in identifying a series of priorities as strategic objectives for NSDS2. The process involved all levels of the development process in Rwanda. NSDS2 has been approved by the Cabinet - the highest level decision-making organ of the executive branch in the Government of Rwanda.

Diagram 2 depicts the design and development process, underscoring the constant communication with stakeholders, their feedback and iteration process.

Diagram 2: NSDS2 Design & Development

Diagram : NSDS Rwanda (2014-2018) design and development process
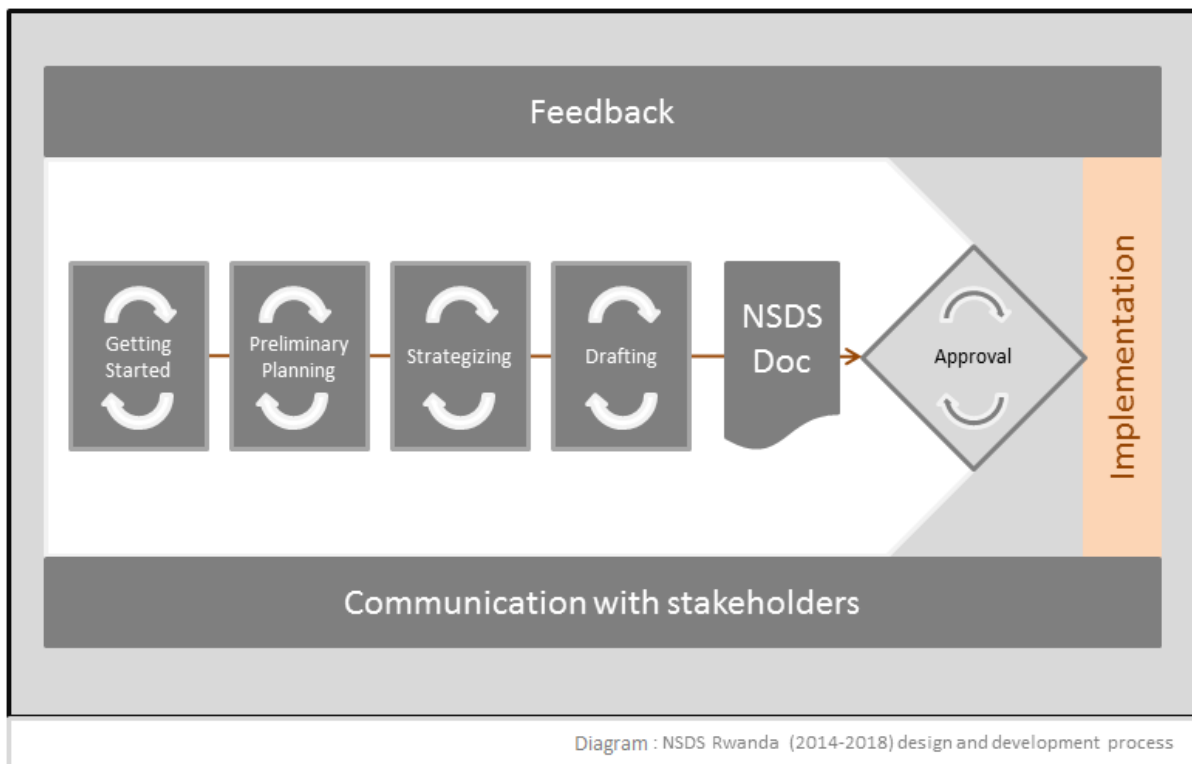
3. Rwanda's first NSDS

3.1 Background

The first National Strategy for the Development of Statistics (NSDS1) in Rwanda was designed and implemented as a framework for the programs, projects and activities of the National Statistical System during the period 2009 to 2014. The aim was to provide relevant, good quality, timely and accessible statistics, in a more efficient and coherent manner, needed for evidence-based policy and decision-making. NSDS1 was designed primarily to strengthen the information backbone of Rwanda's first Economic Development and Poverty Reduction Strategy (EDPRS1) for 2008-2012, Vision 2020, the MDGs, and other national and international development programs.

NSDS1 was developed by the National Institute of Statistics of Rwanda, as the statistical coordination agency, in consultation with key stakeholders, including other data providers, data users, respondents (or data suppliers), and research and training institutions, including institutions of higher learning. In serving as a foundation for building NISR's capacity, as a relatively new National Statistics Office, and to enable the NSS to meet the critical statistical gaps, NSDS1 attempted to address the following key issues.

- The ambitious growth path adopted by the country required better and timely statistics. However, NSS was characterized by the lack of sector-wide statistical frameworks defining and rationalizing statistics requirements;
- Even though some statistics were available, the limited awareness of their availability and accessibility hindered their use;
- The production of demand-driven statistics required working towards shared objectives within NSS. However, the lack of effective coordination within NSS adversely affected its results;
- NSS was affected adversely by the limited number of professional statisticians, lack of statistical units and positions in Government, inadequate professionals to teach statistics courses, and inadequate infrastructure;
- The absence of assured resources threatened the sustainability of regular data production activities within the NSS.

3.2 Achievements

The NSS has made substantial progress since the inception of NSDS1. In 2013, Rwanda was ranked in the top five in Sub-Saharan Africa in the World Bank's Statistical Capacity Indicator, scoring an overall 73 points out of 100. The Statistical Capacity Indicator provides an overview of 140 developing countries, assessing the capacity of their statistical systems according to international norms (WB, 2013).

NSDS1 focused on the following five key program areas. Results obtained through successful implementation of these programs are described below.

3.2.1 Data production and management: To produce key indicators to monitor the EDPRS1 and MDGs, ensure geographic and gender disaggregation, rationalize data collection and ease response burden on data providers.

- All key economic statistics are produced and published on time, including the Consumer Price Index (CPI) monthly, Gross Domestic Product (GDP) annually and quarterly, Producer Price Index and External Trade statistics quarterly.

- The publication of the CPI has been brought forward from the 15[th]of each month to the 10[th]of each month to provide policy-makers and businesses with more timely information. This was also a request from both the National Bank of Rwanda and MINECOFIN.

- The three major data collection exercises for 2010-2012 (the 2010 Demographic and Health Survey (DHS4), the 2010/11 Integrated Households Living Conditions Survey (EICV3) and the 2012 Population and Housing Census) have been successfully completed on time. For the first time, NISR managed to coincide the launch of key statistics with the medium-term planning period. Statistics and analysis from the DHS4 and EICV3 were released on February 7, 2012 and used in the assessment of Rwanda's first Economic Development and Poverty Reduction Strategy (EDPRS1), and provided invaluable information for the elaboration of EDPRS2. By October 2012, all ten thematic reports and thirty district profiles of the EICV3 have been produced. The statistics produced are now being used as baselines for different indicators in various sectors of the economy, and the users are better equipped to know where the gaps are and allocate resources accordingly.

- NISR publishes on its website an Advance Release Calendar that indicates when users can expect the release of new data series as well as statistical publications. This initiative is one of the best practices on information dissemination encouraged by the IMF's General Data Dissemination System (GDDS).

- Feedback during the consultation for NSDS2 indicated that the relevance of statistics in Rwanda has improved during NSDS1.

3.2.2 Information dissemination, services to data users and advocacy: To ensure that statistics that are produced are disseminated widely and in a timely fashion, and that mechanisms such as advocacy and awareness raising are put in place and strengthened to facilitate easy access to the available data.

- NSS has continued to disseminate statistics to users effectively and efficiently. To ease data access, NISR has put in place a one-stop statistical information center within NISR premises with dedicated full-time staff to serve walk-in data seekers.

The center has all of the publications so far released by NISR and additional information can be provided on request.

- In order to let users know about the availability and accessibility of official statistics (online), a first workshop on 'open access to statistical data' was organized in May 2013 (the plan is to continue such focused events).

- NISR releases official statistics in machine-readable formats. NISR has a coherent (and publicly visible) inventory of statistics. It maintains a robust website that provides unified access to its extensive statistical data repository. The main platforms used for specific data types are: Rwanda Statistical Data Portal (Prognoz), DevInfo Rwanda and SDMX Registry for time-series data, and National Data Archive (NADA) for microdata. The electronic copies of printed publications on the NISR website are accompanied by machine readable tables of data.

- Strong benefits have been realized through the microdata release policy. Users may easily access the published microdata online while adhering to agreed procedures. In order to engage data users and gain feedback on data availability, quality, and the microdata release policy, a series of outreach workshops were organized in 2013 with major universities in Rwanda.

- NISR has conducted a user satisfaction survey in 2012 to understand the extent of use of statistics (a function of availability and accessibility) in decision-making within Government and the private sector, and in discussions and debates in the media, research and education.

- NISR produces an annual Statistical Yearbook on behalf of the NSS. This is a compendium of statistical information that summarizes statistics available on the social, political, and economic situation of Rwanda. The aim of the compendium is to serve as a convenient volume for statistical reference and as a guide to other statistical publications and sources.

- The results of EICV3 and DHS4 have been disseminated in the presence of high level delegates from the government and development partners. Needs expressed by users resulted in further analysis of EICV3 in the form of detailed thematic reports and district profiles.

- As one information dissemination strategy, NISR has been organizing the celebration of African Statistical Day on 18 November each year. In 2012 the day coincided with an infographic competition, successfully organized for the university students in Rwanda, with the theme "Discovering brilliance in data visualization". In 2013, the theme was "Promoting use of quality statistics to support African progress". Around 300 participants attended the event which was an occasion to capture the views of planners about the design of NSDS2.

- NISR has also established two mobile phone based platforms called StatAlert and StatCollect to provide quick data access to end users and efficient data collection in the field respectively.

3.2.3 Coordination: To mainstream NSDS in the national Government framework with respect to planning, budgeting and implementation of statistical activities. To establish and institutionalize effective coordination mechanisms to improve the quality, relevance, consistency, timeliness and accessibility of key official statistics at the national and sub-national levels.

- NISR has greatly enhanced its planning, reporting and monitoring processes. Plans and reports are compiled both quarterly and annually for approval by the NSDS Steering Committee and National Partnership Group (SC/NPG) meetings convened every quarter and chaired by MINECOFIN.

- Annual reviews on NSDS1 implementation have been conducted by independent consultants, who made constructive recommendations. The 2013 annual review recommended the shortening of some survey cycles, focusing on the framework of international standards and best practices for the respective surveys, and developing the potential of administrative records as a source of statistical data. It also recommended strengthening the use of IT in data collection, processing and dissemination.

- In 2012, a user satisfaction survey was conducted to examine the strengths and weaknesses of NSS and identify areas that need development. This survey also tested the extent to which statistics are being used for informed decision-making in the public and private sectors.

- The quality of statistics from surveys carried out by other data producers is managed through a Visa system. All survey takers are requested to approach NISR twice: first at the design stage so as to get NISR's approval of the proposed survey procedures and arrangements; second after preparation of the survey report to get approval for publishing the results. A monitoring and evaluation system for granted survey visas has also been developed. NISR has established an online visa application system to speed up and ease the process.

- To facilitate the harmonization of classifications across the NSS, the international manuals (ISCED97 for education, ISIC Rev. 4 for industries, and ISCO-08 for occupations) have been customized and produced in collaboration with key NSS institutions. The granting of survey visas has been made conditional to the use of these classifications.

- More generally, NISR has developed its coordination role across the NSS and is assisting the development of administrative systems in some sectors, including nominating contact persons to liaise with key NSS institutions.

3.2.4 Capacity development: To develop the statistical capacity, both of institutions and human resources, to enable the production and use of available statistics.

- NISR conducted a capacity needs assessment of the NSS that indicated wide skills gaps in key areas of statistics. NISR has developed a 5 year capacity development plan (July 2013 – June 2018) focusing on hands on, on-the-job training, and short-term courses as well as long-term training with the aim of further upgrading the skills of NSS staff.
- Various working arrangements have been established with statistical and research institutions to improve the NSS's capacity. Collaboration between NISR and universities in Rwanda provides an opportunity to strengthen the institutionalization of statistical education, and develop statistical curricula and research collaborations.
- NISR has recruited qualified and experienced staff in different statistical areas. Plans are in place for restructuring and to engage more staff.
- Senior staff from the National Statistical Offices of Burundi, Senegal, South Sudan, Vietnam and Kenya have visited Rwanda to learn about and exchange best statistical practices with NISR and NSS.

3.2.5 Financing: To mobilize sustainable resources for NSDS1 implementation; to rationalize the prioritization of statistical activities, and allocation and use of resources; to promote sharing of resources; and to promote transparency and accountability in the use of available resources.

- In close collaboration with and support from stakeholders in Government, other NSS institutions and development Partners, NISR has managed to mobilize resources to fund implementation of NSDS1. This was possible because of firm commitments and timely disbursement from development partners and the Government of Rwanda. They have ensured effective and timely implementation of NISR key activities, notably the 2012 Census, and the EICV and DHS surveys, and closed the financial gap that NISR experiencing in the past.
- NISR has continued to comply with statutory and financial requirement according to Government laws and regulations. The audit reports indicate that NISR manages its resources well and during the consultation for NSDS2, development partners indicated that they trust NISR to handle their money well.
- The midterm review of NSDS1, conducted in August 2012, gave an overall positive assessment of NISR, but provided a few recommendations on areas that needed improvement. The roadmap for their implementation was established by NISR, presented to NSDS Steering Committee members, and approved.

- The NISR's planning and reporting processes have been enhanced and staff are in place, including for planning, monitoring and evaluation as well as the NSDS Coordination Team. Plans and reports are regularly compiled, submitted to the NSDS Steering Committee and other stakeholders, and approved. Strengthening these processes has allowed NISR to rationalize the prioritization of statistical activities, and the allocation and use of resources, and to improve accountability through

detailed reporting. Good planning processes have allowed the NISR to put in place, and devise ways and means to improve, cost efficiency in conducting statistical operations. Planning retreats for NISR management are regularly held to calibrate and revise plans to ensure that agreed targets are attained within the established timeframes.

3.3 Financial analysis

NSDS1 implementation started in 2009 with a required budget of USD 80.6 million, equivalent to RwF 45.9 billion if the exchange rate at that time is applied (approx. USD 1=RWF 570). Table 2 presents a summarized financial analysis of NSDS1. The table has three parts. Part I contains the approved budgets, Part II shows total funds received, including a breakdown by sources, and Part III shows the expenditure.

Table 2: Financial analysis of NSDS1

Period (fiscal year), Figures in billion RwF							
	FY 2009/2010	FY 2010/2011	FY 2011 /2012	FY 2012/2013	FY 2013/2014*	TOTAL*	%
Part I: Approved budgets							
Budgeted	7.0	8.0	9.2	14.5	10.1	48.8	
Part II: Total funds received (by source)							
Total	3.1	7.4	9.3	13.2	10.9	44.0	**100**
Basket Fund WB, DFID, EU	-	4.0	3.2	6.8	5.4	19.4	**44**
GoR	1.3	2.0	3.6	3.5	2.4	12.8	**29**
UN Agencies	1.6	0.4	2.1	2.9	1.1	8.0	**18**
Others	0.2	1.0	0.2	0.1	2.2	3.6	**8**
Part III: Total expenditure							
Expenditure	2.4	6.6	8.1	13.6	11.1	41.8	
*Estimated							

By the beginning of fiscal year 2013/2014, NISR had mobilized around 96% of the resources required to implement NSDS1 activities. The NSDS1 Basket Fund (DFID, EU and WB) contributed 44% of the total financing. This financing has helped to ensure that NSDS top priority activities are well funded, freeing NISR to concentrate on other statistical issues. Inputs from Government of Rwanda amounts to 29%. This has covered core recurrent operational costs for NSDS1 implementation, such as funding a new staff structure with a strong senior management team. Funds received from UN agencies and other sources amounted to 18% and 8% respectively.

3.4 Gaps and challenges

Despite significant achievements, there remain several gaps and challenges for the NSS, including the following:

- Statistical production: The NSS needs to develop administrative record systems, including the civil registration system, to provide much-needed data, including vital statistics, to complement the census and survey data. The major surveys need to be carried out more frequently and there are gaps in some areas, such as business statistics. Further improvements are needed in the quality and time lines of statistics across the NSS.
- Communication and advocacy: In order to increase awareness of the importance of statistics, and of the need for additional resources to implement various activities within NSS, a strong communication and advocacy approach is required.
- Coordination: Though effective coordination mechanisms for NSDS1 have been established within NISR, and between NISR and other NSS institutions, the coordination efforts within the sectors are still lacking, mainly due to the lack of capacity and absence of statistics units within member institutions of NSS. Overall, within NSS, coordination is still a challenge.
- Capacity development: Within NSS, the gap in terms of statistical capacity still exists. Especially, there is a limited number of professional statisticians both at NISR and within other NSS institutions. Furthermore, the lack of appropriate infrastructure facilities, such as a well-equipped training center has hindered the rapid transfer of skills and knowledge. Also, many users are not equipped with skills so that they can effectively use statistics.
- Financing: The immediate needs for statistics by users according to tight deadlines meant that NISR required more resources than were available. This led to further prioritization, which created a gap in resources available for capacity development.

Addressing these gaps and challenges in a holistic manner is a prerequisite for a robust NSS and, given their scope, it is expected to be a gradual process. Hence, it is essential that NSDS2 takes full account of these issues through comprehensive assessments and strategies to address them.

4. Situation Assessments

4.1 Introduction

In order to optimize the design and then the implementation of NSDS2 in addressing the challenges and gaps remaining at the end of NSDS1, and anticipated further development needs, a number of assessments of the capacity of the National Statistical System of Rwanda and its components were carried out, as follows:

- NSS has been assessed through an analysis of strengths, weaknesses, opportunities and threats (SWOT analysis).
- NISR has been assessed through an adapted Burke–Litwin model.
- EDPRS2 sectors have been assessed using the framework established by the Health Metrics Network.
- District-level data and cross cutting statistics have been reviewed.
- A user satisfaction survey has been carried out.

Summary results from these assessments are set out below. The full details are available in separate reports.

4.2 Assessment of the National Statistical System of Rwanda

The National Statistical System (NSS) in Rwanda comprises NISR, other providers of official statistics (line ministries and other public agencies), users of statistics, data suppliers (public and private institutions, NGOs, households and the population), and research and training institutions involved with statistics.

Governance of the NSS is rooted in the country's administrative and institutional arrangements and is articulated in the laws governing organization of statistical activities in Rwanda (Law № 45/2013 of 16/06/2013 – attached as Annex IV). Statistical functions in Rwanda are mostly coordinated (both geographically and functionally) by NISR as stipulated in the laws.

Various models of statistical organization exist (PARIS21, 2005a). The NSS model being developed in Rwanda is most similar to the UK model. NISR, as the central statistical organization, produces a range of statistics and provides leadership, policy direction and forward planning, and coordinates statistical activities carried out by line ministries and other producers of official statistics. NISR has powers to delegate and authorize data collection by others, and harmonizes operational standards and methodological criteria across the NSS. These responsibilities have enabled NISR to define a clear policy concerning statistical activities and facilitate an appropriate distribution of responsibilities within the NSS.

SWOT analysis for the NSS

STRENGTHS	WEAKNESSES
• Rwanda has a strong legislative framework for statistical activities and, consequently, NISR is well positioned to coordinate and develop statistical capacities within NSS. • Good lessons learnt from the successful design and implementation of NSDS1 strongly inform better development and implementation of NSDS2. • Standards and guiding principles in statistics developed by NISR such as standard classifications and visa instructional manuals, enable NSS to gradually comply with both national and international standards while producing official statistics. • Extensive use of Information and Communications Technology (ICT) in various aspects of NSS functions.	• Administrative data in general still fall short of expectations. • Some areas of statistics, such as environmental statistics, are not well covered in terms of availability, quality and timeliness. • Information sharing within NSS (for learning and sharing of skills and experience) is not yet effective. • Lack of appropriate facilities such as a well-equipped training center in NSS hinders the development of skills and knowledge in NSS. • Coordination and collaboration among NSS institutions are still weak. • Weak statistical literacy among the majority of the population. • NSS is not well staffed to meet the growing demand for official statistics and to adequately develop capacities within NSS. • Data dissemination by NSS constituents is still weak.
OPPORTUNITIES	THREATS
• Existence of well-designed and ambitious national development programs such as EDPRS2, and corresponding statistical needs. • The Regional Statistical Development Plan (RSDP) for the East African Community (EAC). • Partnerships with other national statistical institutions in South Africa, Vietnam and Egypt. • African Statistics Day provides an opportunity to promote and raise public awareness of the importance of statistics. • A good law and order situation across the country permits statistical activities to be carried out without any security threats.	• Heavy dependence on external financial aid for statistical activities within NSS may affect its sustainability in case development partners do not maintain and increase their commitments. • The growing demand for official statistics may overwhelm capacity within NSS, leading to possibilities of compromises in the availability and quality of statistics. • Lack of institutional arrangements such as dedicated departments of statistics and very low numbers of statistical staff may jeopardize the overall objective of a well-coordinated statistical system. • High turnover rates among the statisticians within government institutions pose a threat to continuous learning and capacity transfer within NSS.

4.3 Assessment of the National Institute of Statistics of Rwanda

4.3.1 Organization

The NISR was created in October 2005 by Organic Law No 9/2005 of 17/7/2005 out of the former Department of Statistics in the Ministry of Finance and Economic Planning. NISR is the central statistical organization within the NSS. It produces a range of statistics and provides leadership, policy direction and forward planning, and coordinates statistical activities carried out by line ministries and other producers of official statistics. The vision of NISR is to develop and sustain a culture of excellence in statistical production and management of national development. The organizational structure of NISR is shown in the following diagram.

Diagram 3: NISR organizational structure

The Board of Directors oversees management and decision making for the achievement of the institute's mission. It comprises seven members from among specialists in statistics, information and communication technology, economics or other related fields. The Office of the Director General (DG) provides direction to all departments and manages the institute on a day-to-day basis, as well as managing the overall coordination of the NSS. The DG is assisted by two Deputy Director Generals responsible respectively for studies and programs and corporate services. The Board of Directors, Director General and Deputy Director Generals are all appointed by Presidential Orders.

4.3.2 Statistics produced by NISR

NISR produces and publishes the following statistics, among others:

- EICV: Three EICV surveys have been conducted at five-year intervals since 2000/2001. With the high demand for statistics from EICV, and in accordance with international recommendations, EICV will be conducted every three years, starting from 2013/2014.
- DHS: Demographic and Health Surveys have also been conducted every five years, but will be conducted every three years from 2014/15, because of the high demand for health statistics.
- National Agriculture Survey: NISR collects statistics related to agriculture annually.
- Population and Housing Censuses (PHC): This is a biggest activity conducted by NISR in terms of data collection. PHC is conducted every ten years, most recently in 2012. NISR is planning to conduct an inter-census survey in 2017 to update the 2012 PHC results.
- National accounts: NISR produces and publishes GDP every quarter.
- Price index: NISR produces and publishes the Consumer Price Index every month and Producer Price Index every quarter.
- Trade statistics: NISR produces and publishes trade statistics every quarter

4.3.3 Organizational assessment of NISR

A comprehensive assessment of the NISR was conducted to see how capable it is to fulfill its mandate of producing statistics and coordinating statistical activities within NSS. This assessment was based on the adapted Burke-Litwin model illustrated in diagram 4. (Burke & Litwin, 1992) (Furnham and Gunter, 1993).

To summarize the findings, the collaboration between NISR and its strategic partners is generally good and stakeholders expect NISR to deliver on its vision, mission and work program. NISR's public image has steadily improved and the importance of statistics is highly regarded, especially in supporting efforts to fight poverty. The NISR is considered to be well led and well managed with a positive organizational culture which strongly inspires results. Furthermore, NISR encourages and facilitates knowledge sharing within the organization, supported by ICT. NISR needs additional staff, and some functions require more emphasis in order to match its mandate and the division of responsibilities.

Financial, procurement and logistics management systems meet the expectations of stakeholders, and NISR is continuously improving its management systems. NISR is increasingly using new technologies in its work and the quality of surveys and censuses is reinforced greatly through the use of ICT. Programs like NADA, DevInfo, Prognoz, SDMX Registry and other data management and dissemination tools have greatly improved users' perceptions of NISR's response to their needs.

Diagram 4: Adapted Burke–Litwin model

Diagram: Adapted Burke-Litwin Model
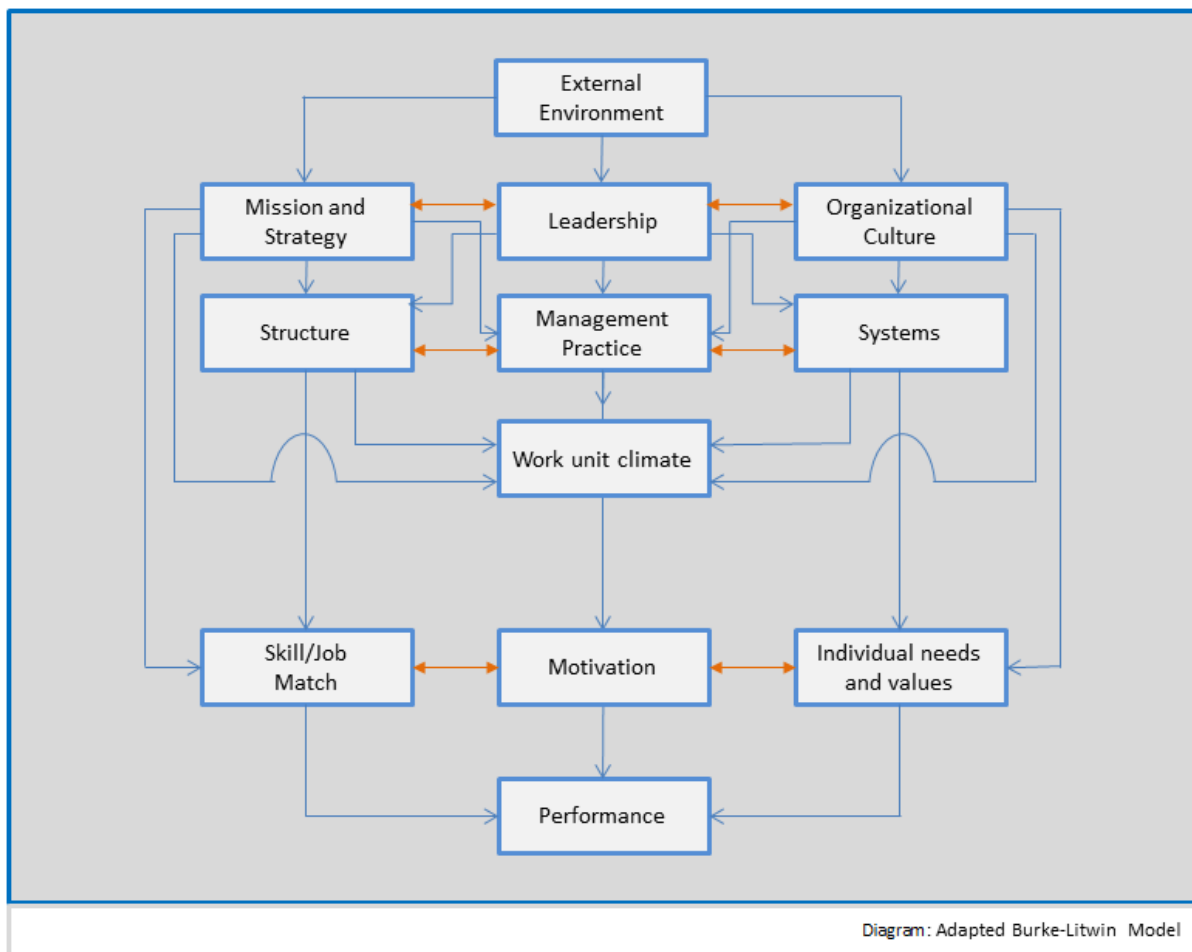
There is clear and effective work-planning and performance-based staff assessment is used. NISR staff members are generally well motivated and strive to contribute to NISR meeting its objectives and to achieving their full potential. Both NISR and individual staff members are high performers, but staff turnover could be a risk. NISR has elaborated a five year capacity development plan to enhance staff skills and knowledge.

4.4 Statistical assessment of EDPRS2 Sectors

The following 14 EDPRS2 Sectors have been assessed:

1.	Agriculture	8.	Environment and Natural Resources
2.	Private Sector Development and Youth Employment	9.	Social Protection
3.	Transport	10.	Health
4.	Energy	11.	Education
5.	Water and Sanitation	12.	Governance and Decentralization
6.	Urbanization and Rural Settlements	13.	Justice, Reconciliation, Law and Order
7.	Information Communication Technology	14.	Financial Sector Development

4.4.1 The assessment framework

The statistical assessments of the 14 sectors have been conducted based on the national level 'Sector Strategic Plans' developed for EDPRS2 by the respective Sector Working Groups (SWG). The assessment was conducted through focus group discussion and a review of the individual sector plans.

The assessment tool adopted for this exercise is based on the Health Metrics Network (HMN) Framework (WHO, 2008). It provides six dimensions, against which assessments were made for each sector. The detailed assessments are available as a separate document and summarized below:

4.4.2 Resources

The coordination responsibility for sectors is vested in the Sector Working Groups (SWGs) - a strategic supervision and coordination arrangement under the EDPRS2 framework put in place to coordinate activities within sectors in order to achieve sectoral goals. SWGs comprise a joint effort by all major stakeholders within the respective sectors. They provide overall guidance on sector strategic priorities and general orientation of the sector.

Also under the guidance of EDPRS2, each sector has come up with the Sector Strategic Plan (SSP) covering the EDPRS2 period (2013-2018). The SSPs contain a clear statement of how progress will be monitored and outcomes evaluated. This gives rise to the need for statistical planning, though for most of the sectors this is undertaken by the planning units of line ministries and other sector institutions. The monitoring and evaluation framework of each sector requires that sectors compile statistics required to monitor their performances

at the national level. These sector-generated statistics feed into the comprehensive EDPRS2 monitoring framework.

Some institutions employ a trained statistician or a professional in charge of statistics, and only a few institutions have functioning statistical units to fully cater for their statistical needs.

Some institutions have relatively more developed M&E systems than others, including the Ministry of Health. MoH's M&E system is based on its country-wide health information management systems, which contribute to strengthening the health statistical system. The systems are in place at district level and in health facilities. Other notable examples of sectors with relatively well developed resources are MINEDUC, MINALOC and MINAGRI who maintain relatively good M&E systems that are constantly updated through their local staff based in districts.

Budget allocation for statistical activities within a large number of NSS institutions are not yet adequate considering the desired range and quality of statistics. This is attributed largely to the lack of priority and advocacy accorded to statistics in various sectors.

4.4.3 Indicators

All sectors have identified core indicators to monitor progress, expected outputs and outcomes during the EDPRS2 period in their Sector Strategic Plans.

The indicators identified for most of the sectors could be disaggregated to the level of districts, as well as providing national indicators. However, not all institutions and sectors have well documented baseline information. For instance, the Urbanization and Rural Settlement Sector has a weak statistical base to provide information on the situation regarding urbanization standards across the country. The Environment and Natural Resources sector also lacks baselines for many of its indicators. This poses a serious challenge when it comes to policy design as well as monitoring and evaluation required for the sector. The results of the 2012 Population and Housing Census will provide important data to help sectors to update their baselines and solve these challenges.

Indicators for the sectors are produced and, in most cases, used by a number of institutions in their respective development plans. This interdependency in terms of official sectoral statistics is present across all sectors and NSS institutions, with some of the sectors having more prominent statistical interdependency than others due to their extensive cross cutting nature. The Agriculture sector makes a great deal of use of statistics from both the Infrastructure Sector (metrological and weather forecast information) and climate and environment statistics from the Environment and Natural Resource sector. The Youth Sector depends heavily on statistics also produced by other sectors, such as Education, Health,

Finance and Labor sectors. In line with this statistical interdependency, it is highlighted clearly that NISR is at the center of data production for all the sectors to varying degrees.

Another important observation is that, across sectors, all of the indicators are mostly defined and measured according to international standards, such as the Integrated Disease Surveillance and Response (IDSR) system and , more generally, in sectors such as Agriculture, Health, Education, Water and Sanitation, Transport, Public Finance Management and Financial Sector Development. Moreover, this requirement is paramount as most prominent partners in statistics demand it for their national and global surveillance responsibilities.

Most sector institutions, with the exception of sectors such as Health and Public Finance Management, are still struggling with data quality issues because of the general absence of stringent measures to assure data quality across different institutions. However, NISR, in collaboration with relevant institutions, is developing a comprehensive national metadata handbook that will provide information on definitions, calculations and methods of data collection for most of the key national indicators, in line with the country's development needs as embodied in EDPRS2 and Vision 2020, and to customize international statistical reporting indicators.

4.4.4 Data Sources

In general, across the NSS and Sectors, there are three main sources of official statistics, namely: Surveys, Censuses and administrative records. While surveys and censuses provide statistics periodically, administrative records, including civil registration systems, provide continuous data.

Surveys and censuses: Most of the sectors benefit from surveys and censuses, which are either conducted by the sectors themselves or by NISR. Examples include:

- Agricultural sector - the periodic National Agriculture Survey and the Comprehensive Food Security and Vulnerability Analysis and Nutrition Survey (CFSVA & NS).
- Health Sector and, to some extent, the Social Protection sector obtain a lot of statistics both at district and national level from the Rwanda Demographic and Health Survey (DHS).
- The EICV survey, another major survey conducted by NISR, is also vital source of official statistics at both district and national level which is used extensively by a number of sectors, including: Education, Urbanization, ICT, Youth, Environment and Natural Resources, Transport, Energy, social protection, Water and Sanitation, and by all districts.

- The Establishment Census produces e.g. statistics on transport, business outlook, etc. which are heavily relied upon by Private Sector Development, Ministry of Commerce, RDB, the Central Bank, etc.
- The Governance and Decentralization sector obtains many of its statistics through surveys such as the Rwanda Governance Scorecard conducted by the Rwanda Governance Board.
- FinScope is another important survey, carried out in 2008 and 2012, measuring the use of financial services in Rwanda. It provides detailed data on financial inclusion in Rwanda and recent developments.

Administrative statistics: All sectors compile statistics from their administrative records which provide a constant source of data, such as:

- Individual firms produce extensive statistics regarding their operations on a regular basis. The Office of the Registrar General compiles and manages statistics relating to businesses registered in Rwanda; Rwanda Revenue Authority and Rwanda Social Security Board provide administrative statistics on the private sector.
- Environment and Natural Resources Sector produces weather and weather forecasting data.
- Health sector produces statistics through the Health Management Information System.

The importance of administrative data is so great that efforts have been taken to solve problems being faced, with NISR taking the leading role in building capacity in terms of human resources and the necessary infrastructure, including IT equipment. NISR and the NSS in general are set to develop administrative data across all sectors, helping to scale up existing data systems and installing them where they don't exist. In particular, efforts are focused on strengthening the civil registration system so that it will be able to generate vital statistics efficiently.

4.4.5 Data Management

A few sectors have well established data management systems that include data collection, storage, cleaning, quality control, analysis and dissemination. In some cases, sectors are able to collect data from local levels up to the sector level, integrate them from different entities, and compile and collate them to present meaningful indicators for the sectors. However, many sectors do not have systems capable of making good use of administrative data and therefore these systems need to be further developed to meet their data needs.

Good examples of such systems are evident in sectors such as Environment and Natural Resources (Land Information Management System and Rwanda Environment Information System); Health (Health Management Information System, District Health Information

System, Community Health Worker Information System, and CBHI Monthly indicator reporting system operating right from the district level up to national coordination); Public Finance Management (Integrated Financial Management Systems); Agriculture (Agriculture Information Management System); the Central Bank and local government for social protection (through the Ubudehe database).

There is a general lack of inter-sector information systems to collate data from different sectors using automated technologies so that a central and more robust information system can be created. This would be managed by central authorities (NISR and EDPRS organs) and also serve for purposes including data quality control and checks for any official statistics before they were released for public consumption.

4.4.6 Information Products

Official statistics and other statistics produced by the sectors are mainly packaged in the form of reports, flyers, booklets and other documents that are published in hard copies and also in electronic formats, mainly PDFs of the reports in question. Most institutions producing statistics in Rwanda release their data in formats that are not very user friendly for further analysis. NISR has spearheaded innovation to further improve data products by granting access to anonymized micro data sets, time series data, mostly in Microsoft Excel and other accessible open data formats.

Most of the sector institutions produce official statistics through their annual reports, such as the Rwanda Annual Health Statistics Booklet produced by MoH, which contains health statistics from various administrative records such as HMIS, and the Rwanda Education Annual Report by MINEDUC, for official education figures. NISR's annual Statistical Yearbook includes relevant statistics from other NSS institutions. Major publications such as DHS, EICV and the Population and Housing Census reports have been released by NISR on its website and on CDs.

4.4.7 Dissemination and use

Sector statistics are used by a wide range of users, both from the public and private sectors, for a variety of purposes, some of which have been referred to above, including EDPRS2 and sector-level policy development, monitoring and evaluation. Dissemination is increasingly through the websites of the institutions producing the statistics, with more attention being paid to maintaining and updating the websites. Workshops are also used to develop understanding and use of important statistics, and to share knowledge. Print media and online publications are another important means of dissemination. For example Dissemination of health statistics is mainly done through publications by MoH and NISR (which also shares the data through its indicator and microdata databases). Social media is increasingly being used by some sectors, e.g. by the ministries of health, trade and commerce services, education and security bodies, as well as by NISR.

4.5 District-level data

The Government of Rwanda has opted for decentralization as an approach for people's political empowerment, a platform for sustainable democratization, a structural arrangement for mobilization of economic development initiatives and resources, and as a means to achieve reconciliation, social integration and well-being.

Rwanda has an established system of local government of local leaders, District Councils, and administrative structures. Good quality statistics are needed for objective monitoring and evaluation of progress, including the impact of decentralization on the social economic development of the country. Indicators have been developed, such as percentages of citizens expressing satisfaction with the quality and timeliness of service delivery at local level, percentage of citizens satisfied with their participation in decision making (gender disaggregated) at the local level, etc. However, metadata are required for these indicators in order to harmonize district-level statistics, and baseline data need to be improved.

District statistics are produced through surveys and censuses such as the 2012 Population and Housing Census, the district profiles of EICV and from the administrative systems of different government institutions involved in districts.

All 30 districts have a member of staff in charge of statistics who works in close collaboration with NISR to implement various projects at the district level. An example is their involvement in the development of vital statistics programs. NISR has provided them with computers and modems so that they can effectively assist civil registration officers at "Umurenge" level in collecting vital statistics and sending them to NISR's office. They also contribute to implementing surveys and censuses conducted by NISR, and in the use of statistical information in district planning and decision making.

4.6 Cross cutting statistics

Some areas of statistics cannot be attributed to any one particular sector. These cross-cutting statistics encompass many sectors. They include economic statistics, gender statistics, labor statistics and population statistics, as well as NISR's major surveys, such as EICV and the DHS.

4.6.1 Economic Statistics

Economic statistics are in high demand to underpin the formulation of economic policies to ensure macroeconomic stability and enhance rapid economic growth and development. They mainly include National Accounts, prices statistics, labor market indicators, external sector statistics, monetary and financial statistics and Government Financial Statistics. In order to ensure that Rwanda's economic statistics are relevant, timely and of good quality,

the Special Data Dissemination Standard (SDDS) established by the International Monetary Fund (IMF) and the adapted National Quality Assurance Framework (NQAF) will be implemented over the period of this strategy. The SDDS has been developed to guide members that have, or might seek, access to international capital markets in the provision of their economic and financial data to the public. The SDDS is expected to enhance the availability of timely and comprehensive statistics and therefore contribute to the pursuit of sound macroeconomic policies; the SDDS is also expected to contribute to the improved functioning of financial markets. Effective implementation of the SDDS standards will require additional resources for expanded data collection and compilation activities, especially for the NISR Economic Statistics Department.

National Accounts Statistics:

NISR currently compiles and publishes quarterly, calendar and fiscal year Gross Domestic Product (GDP) estimates at current and constant prices. The statistics are broadly consistent with the *United Nations System of National Accounts 1993* (SNA1993) standards. National Accounts compilation utilizes information from several sources including the NISR benchmark surveys, regular surveys and price indices. Virtually all of the information sets generated by NISR are inputs in national accounts, while information is also collected from other agencies and institutions within the NSS.

Rwanda's National Accounts have been rebased using 2006 as the base year and NISR has begun to implement SNA2008 starting with the use of the *International Standard Industrial Classification for All Economic Activities, Revision 4* (ISIC Rev4) and the compilation of the 2011 Supply and Use Table. National accounts, re-based on the year 2011, are to be published in March 2014. The speed of publication has been greatly improved (to ten weeks after the end of the period).

Price Statistics:

The Consumer Price Index (CPI) is produced on a monthly basis, in line with SDDS guidelines. The NISR and BNR collect prices of consumer goods and services in both urban and rural areas. Prices are weighted according to the relative importance of each item in the CPI "basket" of goods and services as a proportion of household expenditure. The CPI was rebased from 2001 to 2006 using the EICV2. During the rebasing exercise, the CPI basket of goods and services, as well as the sample of outlets, was reviewed and updated to reflect current consumption patterns. The CPI is being rebased to 2011 using EICV3.

The Producer Price Index (PPI) is currently produced on a quarterly basis, and will need to be produced on a monthly basis in order to meet SDDS requirements. Producer prices (factory

gate prices) have been collected quarterly since 2009 from a sample of establishments undertaking manufacturing activities as classified by ISIC Rev3[1]. Information is available to compute the Producer Price Index for Manufacturing (PPI-M). NISR plans to expand the PPI to cover other sectors such as agriculture, mining and services, such as telecommunications, hotels, etc. and convert to monthly collection in order to compile a monthly PPI. The expanded prices collection will also provide prices data to compile the Construction Price Indices. The Establishment Census enables NISR to review the PPI sample for representativeness and the Integrated Business Enterprise survey will provide the basis for compiling new weights.

The NISR has commenced compilation of export and import price indices (XMPI) based on RRA Customs trade unit-value data. However, it will be necessary to implement a direct prices survey for those imported products that are heterogeneous (e.g. motor vehicles) in order to produce good quality price indices.

Balance of Payment (BOP) and Trade Statistics:

The National Bank of Rwanda (BNR) is relatively well resourced compared to most other NSS institutions. BNR has dedicated a whole division to collate BOP data that has IT equipment and an annual budget dedicated to improving statistical activities. However training on statistical software is required.

Sources of data for BOP include trade data from RRA (Customs) and data from the financial sector as well as a number of other surveys and administrative sources. Most data are captured on a monthly or quarterly basis. Improvements are being made to the data validation processes and data storage system to develop more reliable BOP trend statistics.

The Customs administration is the source of trade data. The Automated System for Customs Data (Asycuda) has been introduced at Customs Offices to administer the country's customs. The Eurotrace System has been installed at NISR for the compilation and processing of external trade statistics data. BNR produces an Annual Report which contains yearly statistics on exports, imports and re-exports.

Data collection activities need to be expanded in order to compile quarterly BOP statistics in line with SDDS standards. Areas for improvement include regular collection of data on the export and import of services, income to and from abroad, current and capital transfers to and from abroad, and financial accounts data.

Dissemination of economic statistics:

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[1] http://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=2

Time series data of GDP, CPI, PPI and BOP, as well as trade statistics, are produced regularly according to a pre-announced timetable, and respecting GDDS guidelines, as follows:

- BNR posts data on its website. Annual reports are also on the website to provide ready access to users.
- Producer Price Indices and external trade indices are available through the NISR website quarterly, while the Consumer Price Index is available on the 10th of each month.
- The GDP figures and components of GDP are published every quarter.

4.6.2 Gender Statistics

Gender statistics are defined as statistics that adequately reflect differences and inequalities in the situation of women and men in all areas of life (UN, 2006). Gender statistics have to reflect gender issues - questions, problems and concerns related to all aspects of women's and men's lives, including their specific needs, opportunities, or contributions to society. These differences have a specific impact on women's and men's well-being in general.

In 2011, the Gender Statistics framework was developed that brings together NISR, the Ministry of Gender and Family Promotion (MIGEPROF), and the Gender Monitoring Office (GMO) to produce gender statistics and to promote their usage, with financial support of UN Women through One UN. Gender statistics are coordinated by MIGEPROF which has a planning unit with one member of staff in charge of statistics. MIGEPROF and the GMO work with NISR, which has a member of staff in charge of gender statistics within the Demography and Social Statistics department.

Gender indicators are produced from censuses, surveys and administrative records to provide a picture of the gender balance in various aspects of life such as access to finance, employment, levels of poverty, and levels of participation in decision making, in private sector development, and in education, heath, agriculture, etc. Concepts and definitions used in data collection are developed to capture the diversity of various groups of women and men, and their specific activities and challenges. Attention is also paid to reducing gender bias in data collection, such as the underreporting of women's economic activity, violence against women, or the undercounting of girls, their births or their deaths.

NISR in collaboration with GMO and MIGEPROF produces and publishes annually a Gender Statistics report which contains statistical data regarding gender status up to district level. In addition, gender thematic publications are produced according to the themes selected and the latest data released by NISR. However, more regular gender statistics are required. A capacity development exercise in data production and use is conducted for statisticians, M&E officers, planners and gender focal points at both national and district levels.

4.6.3 Labor Statistics

Labor statistics are an important element in the evaluation of economic growth and development of Rwanda and, particularly, the EDPRS2 document indicates that, because of the growing proportion of young people in the population, 200,000 jobs need to be created each year. However, the data required to provide evidence-based decision making are insufficient.

Labor Statistics are coordinated by the Ministry of Public Service and Labor (MIFOTRA) whose planning unit has two staff members in charge of labor statistics. They collaborate in developing labor statistics with RRA, RSSB and the Public Service Commission of Rwanda. They all work closely with NISR. The statistics produced focus on the labor force and labor market issues, covering indicators such as employment and unemployment rates, quality of work, productivity, earnings and labor costs. Activity rates, employment rates and unemployment rates are calculated. Labor indicators are used to monitor the economic growth and development of Rwanda through the EDPRS2 and MDGs frameworks. The indicators are collated according to international guidelines and classifications such as ISCO, ISCED and ISIC.

The sources of labor force statistics are enterprises and household surveys and censuses such as the Manpower Survey, Establishment Census, National Agriculture Survey, and EICV. Statistics are provided down to the district level, and take into account the aspect of gender disaggregation of labor statistics. The Population and Housing Census conducted in 2012 provides a wealth of statistical information about the labor force and labor market disaggregated by sex and age. The NISR, in collaboration with MIFOTRA and other stakeholders, is planning to conduct a regular Labor Force Survey and create a labor statistics framework. Administrative systems in public and private institutions are also a potential source to provide labor statistics such as new jobs created. MIFOTRA is planning to strengthen and maintain the existing Labor Information Management System based at RDB.

Labor statistics are available in EICV reports, through various thematic reports on, for example, economic activities. Other sources are, for example, the annual Statistical Yearbook produced by NISR, the annual Education Statistical Yearbook produced by MINEDUC, and the Rwanda annual Health Statistics Booklet. The EICV thematic report of economic activities and other reports which include labor statistics are published on the NISR website in PDF and Microsoft Excel formats, and can be easily downloaded. Labor statistics interest a wide range of users for policy and decision making, for example in the areas of: youth employment, education, health, gender, work place issues, private sector development and investment decisions.

4.6.4 Population Statistics

Population statistics form an important basis for development strategies and policy making across a wide range of areas. They are obtained through four sources of data: the Population and Housing Censuses; sample surveys such as EICV and DHS; civil registration/vital statistics systems; and management information systems such as the HMIS.

More frequent and detailed information is required than is currently available from the decennial Population and Housing Census and other surveys such as DHS and EICV. This will be achieved by strengthening the civil registration system. MINALOC coordinates the civil registration system. Since 2008, NISR has worked in collaboration with MINALOC, MoH and the National ID Agency (NIDA). The system has to be developed and capacities built, both in terms of human and required IT infrastructure. Necessary tools have been developed, initial training has been conducted, manuals and procedures have been developed and a legal framework for civil registration is in place.

Compared to other sources of population statistics, the CR/VS system has the advantage over other sources in being able to provide continuous, permanent, compulsory recording of the occurrences and characteristics of vital events (births and deaths, among others).

The following statistics are currently produced:

- NISR: Population statistics contained in Population and Housing Census: total, male, female, median age, sex ratio (male per 100 female), some population statistics are also produced by DHS such as total fertility rate; Permanent and long-term migration: arrivals, departures, net (arrivals minus departures); Life expectancy at birth: males, females, difference (female minus male)
- MINALOC: Population statistics contained in civil registration system such as Births: total live, median age of mother; Deaths: total, infant deaths, natural increase (births minus deaths); Marriages: total, median age of bridegroom, median age of bride; Divorce: total, median age of husband, median age of wife
- MoH: Population statistics contained in HMIS such as Births: total live, median age of mother; Deaths: total, infant deaths

Population statistics are published through the PHC, EICV and DHS reports, while reporting of the Vital Statistics from the civil registration system has not yet started.

Population statistics are used by public and private institutions for planning and decision-making, monitoring and resource allocation. They are also required by International organizations for different purposes including monitoring of global demographical trends, world population projections and in the planning of various humanitarian interventions.

4.7 User satisfaction survey

NISR conducted a user satisfaction survey in 2012 to understand how users access official statistics, for what purpose, and to what extent the available statistics help them to achieve their objectives. Users were also requested to share their views and opinions about the timeliness, quality and dissemination of official statistics. The survey targeted users of official statistics who had been in contact with the NISR since the launch of NSDS1.

The study findings indicate that most users of official statistics consult more than one source of official statistics and, at the same time, may use them for different purposes. NISR is the main source, accessed by 85% of respondents, followed by Ministries (74%), other Government entities (61%), the National Bank of Rwanda (52%), international organizations (52%) and Customs (23%). The most frequently used official statistics are demographic statistics (by 75% of respondents), social sector statistics (64%) and income and poverty statistics (57%).

Most users access official statistics through NISR publications (81%) and the NISR press releases or website (67%). Fewer than 50% of users find the NISR website user-friendly (easy or very easy to use) or the presentation of official statistics easy to understand. 81% of users refer to or make use of official descriptions and methods used in the production of official statistics.

52% of users acknowledge that their needs are well or very well met. Quality and timeliness are generally appreciated and, irrespective of the type of official statistics concerned, participants to the survey noted that there has been significant improvement in the production, dissemination and accessibility of official statistics in Rwanda since the start of NSDS1.

4.8 Conclusions from situation assessments

Though progress has been made during NSDS1, the concept of a coordinated NSS and the development of statistical activities and capacity in the NSS, beyond NISR, are still at an early stage of development in most institutions. While some sectors have relatively well-developed management information systems, others have a long way to go to be able to provide the data needs of their users, both internally within sector institutions, and more widely for national development policy and planning, and for private sector as well as for public sector use.

NISR has developed its own capacity and expanded its statistics program to the extent of carrying out all priority 1 activities before the end of NSDS1. NISR needs additional staff and some functions require more emphasis in order to match its mandate. High staff turnover could be a risk and NISR has elaborated a five year capacity development plan to enhance

staff skills and knowledge. NISR plays a key role in the EDPRS2 monitoring process and will provide capacity support to sectors and districts in order to strengthen administrative data systems, as well as providing metadata for the EDPRS2 monitoring indicators.

The following conclusions are made in relation to the wider NSS, beyond NISR:

- Financial and material resources (e.g. IT) available for statistical activities are insufficient.
- Few NSS institutions have dedicated statistical units and most have staff capacity constraints and staff development needs.
- Though many statistics are available within NSS institutions, the practice of proactive sharing of statistics and ease of use is not sufficient. More attention needs to be paid to dissemination, access, metadata, baselines, and prioritization.
- Statistical frameworks and methodology to collect data among NSS members varies significantly, causing discrepancies in some indicators. Harmonization is needed as well as quality assessments.
- Sectors have developed a list of key indicators for monitoring and evaluation of EDPRS2, but, in many cases, disaggregated data on gender, age and geography (district level) are not available.
- Administrative records and information systems, particularly the civil registration system, require strengthening and data need to be more accessible to users.
- Communication between statistical data producers and users (such as civil society and the media) is weak, hindering the optimum use and public awareness of the available statistics.
- In the longer term, sector strategies for statistics should be produced to provide a framework for statistical activities, capacity building and coordination within and between the sectors.

These points reinforce the evaluation of gaps and challenges at the end of NSDS1 that are identified in the previous chapter. Together they inform the development of strategic objectives to ensure that Rwanda has the statistics, analysis and statistics usage needed to underpin effective policy making, planning and program implementation.

5. Strategic Framework

5.1 Context

Rwanda has accomplished remarkable development gains since the 1994 genocide and civil war. During the last decade, Rwanda has enjoyed one of the most exciting and fastest periods of growth and socio-economic transformation in its history. The country was named top reformer in the Doing Business Report 2010 and in 2013 it was ranked as the second easiest place to do business in Sub-Saharan Africa (WB and IFC, 2013).

Rwanda's growth, especially in the second half of the last decade, has seen more than a million people lifted out of poverty - between 2005 and 2011, real GDP growth averaged 8% per annum; the poverty rate dropped from 56.7% in 2005 to 44.9% in 2011 - a double digit drop of 12%. The population growth is stabilizing and the country is making great strides towards achieving the Millennium Development Goals by 2015 and middle income status by 2020.

NSDS2 will cover the period of five years from 2014/2015 to 2018/2019. It builds upon the work done under NSDS1 and aims to continue developing a coordinated National Statistical System (NSS), to prepare it to respond to the statistical requirements anticipated for a typical middle-income country by 2020, as well as the emerging post-2015 MDG agenda. NISR is integrated into the monitoring processes of EDPRS2. This will involve NSS presenting a more comprehensive and accurate picture of the Rwandan socio-economic and environmental fabric, improving the evidence-base and contributing to the promotion of better informed dialogue and scientific research.

The outcome of NSDS2 will be a strengthened, well-coordinated and flexible NSS that is positioned to face the challenges and needs for statistics of Rwanda as a middle income country. The sustainable long-term impact will be effective use of good statistics and statistical analysis to underpin effective policy making, planning and implementation by the Government of Rwanda, private sector, civil society and development partners. It should be stressed that statistics are needed for "upstream" policy development and decision-making as well as for "downstream" monitoring of policy implementation (PARIS21, 2005b).

NSDS2 will ensure that statistical data produced by the NSS are reliable, coherent, and effective in monitoring variables, measuring trends and producing indicators on all those aspects key to putting Rwanda on a higher growth trajectory. For EDPRS2, NISR will provide data for the construction of indicators through a planned schedule of surveys and censuses to meet data and information needs. In addition, NISR will provide capacity support to

sectors and districts in order to strengthen administrative data systems. NISR will also compile the meta-data for monitoring indicators for the EDPRS 2.

5.2 Vision, mission and principles of NSS

NSDS2 will operate under the following vision and mission of the NSS in Rwanda.

Vision

The NSS's vision is *"to be an efficient information support to the realization of Rwanda's Vision 2020 and emerge as one of the leading National Statistical Systems in the region and beyond"*.

Mission

The above vision will continue to guide the NSS in Rwanda to fulfill its mission *"to provide relevant, reliable, coherent and timely, accessible statistical information and services to various sectors of the society in a coordinated and sustainable manner"*.

Values and principles of NSS

The underlying value system that has steered implementation of the first NSDS continues to provide clear and concise direction to NSDS2. The law governing statistical activities in Rwanda highlights the importance of data quality, objectivity, professionalism and impartiality in providing statistics as a basis for general planning and evaluation of the development strategies in all sectors and as the basis for the development of research. The principles guiding decision-making and ways of working in the NSS, in responding to priority user needs for statistics, are in accordance with the United Nations Fundamental Principles of Official Statistics, United Nations Handbook of Statistical Organizations and other international guidance such as UN specialized agency frameworks like the National Quality Assurance Framework (NQAF), including the IMF's and General Data Dissemination System and the Special Data Dissemination Standards (GDDS/SDDS).

NSDS2 has been prepared through an inclusive and consultative process, taking into account the needs for production, management, analysis and use of all statistical data for Rwanda.

5.3 Developing the NSS

The design of NSDS2 and planning for successful management of its implementation takes account of the need for the NSS to evolve and be strengthened in order to provide and use the statistics required across the spectrum of development sectors. NSDS2 will prepare the NSS to position itself to be able to face these challenges, during a period of rapid growth and change, to support implementation of EDPRS2, achieve Vision 2020 and prepare for middle income status. The NSS will grow in size and become more complex. Coordination of

the NSS will be strengthened. The aim is a fully coordinated NSS with all sectors interacting effectively with NISR and with each other, as shown in the following diagram.

Diagram 5: A fully coordinated NSS

Diagram: A fully coordinated NSS
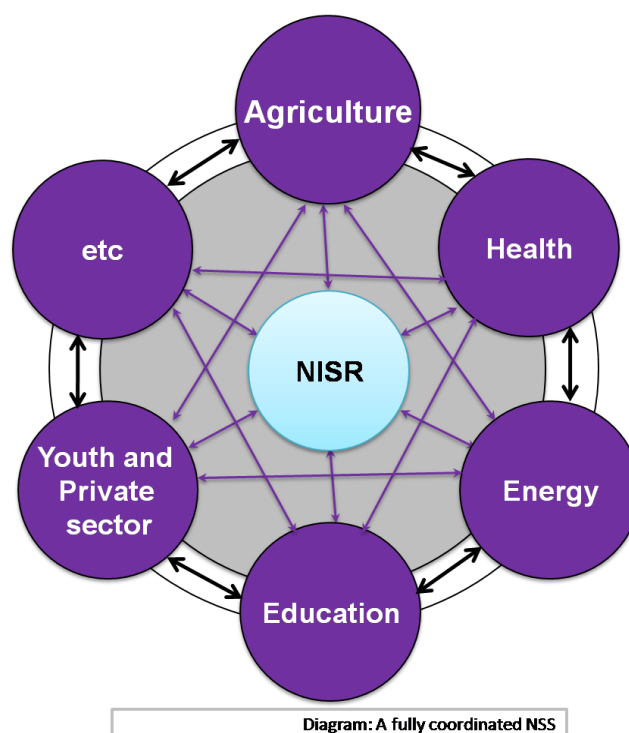
During the period of NSDS1, sector leads have developed statistical systems to support official statistics, for example for the education, health and agriculture sectors. During the NSDS2 period, all NISR and sectoral statistics will be strengthened incrementally to meet the needs for timely and good quality statistics in policy, planning and administrative use. Specific sector strategies for statistics will be developed as part of the elaboration of NSDS3.

5.4 Strategic objectives and priority setting

The key dimensions of NSDS2 are shaped by the strategic objectives and outputs. Strategic objectives embody the core drivers and performance areas which the NSS will pursue to achieve its vision and mission.

The main direction of NSDS2 is to consolidate and build from what has been achieved by NSDS1 during the period 2009-2014. A strengthened and well-coordinated NSS will enable constant monitoring of development results, effective decision making and enhanced public accountability. This will facilitate attainment of national development outcomes while building a strong statistical foundation for a middle-income country.

NSDS2, first and foremost, addresses the needs of all users of official statistics that have been articulated during consultations and observed in the strategic plans of Government institutions, especially those who will play a major role in EDPRS2 implementation, notably the Sector Strategic Plans. It is also based on an evaluation of NSDS1 achievements, remaining gaps, issues and challenges, assessments of cross-cutting statistics and also on an organizational assessment of NISR. These assessments are described in chapter 4.

NSDS2 has six strategic objectives as follows:

1. Strengthen civil registration system, administrative records, surveys and other sources of data.
2. Improve quality and dissemination of statistics and public statistical literacy.
3. Improve statistical advocacy and integrate use of statistics in decision making.
4. Develop capacity within NSS.
5. Consolidate coordination within NSS.
6. Improve resource mobilization and build strategic partnerships.

The foundational strategic objectives are to develop capacities and consolidate coordination and institutional strengthening of NSS. These efforts will play a crucial role in enhancing supply, quality and use of statistical data, as articulated in the first three strategic objectives, supported also by resources mobilized through strategic partnerships.

The following diagram shows the linkages between the strategic objectives of NSDS2.

Diagram 6: Strategic Objectives - NSDS2

Diagram: NSDS2 Strategic Objectives
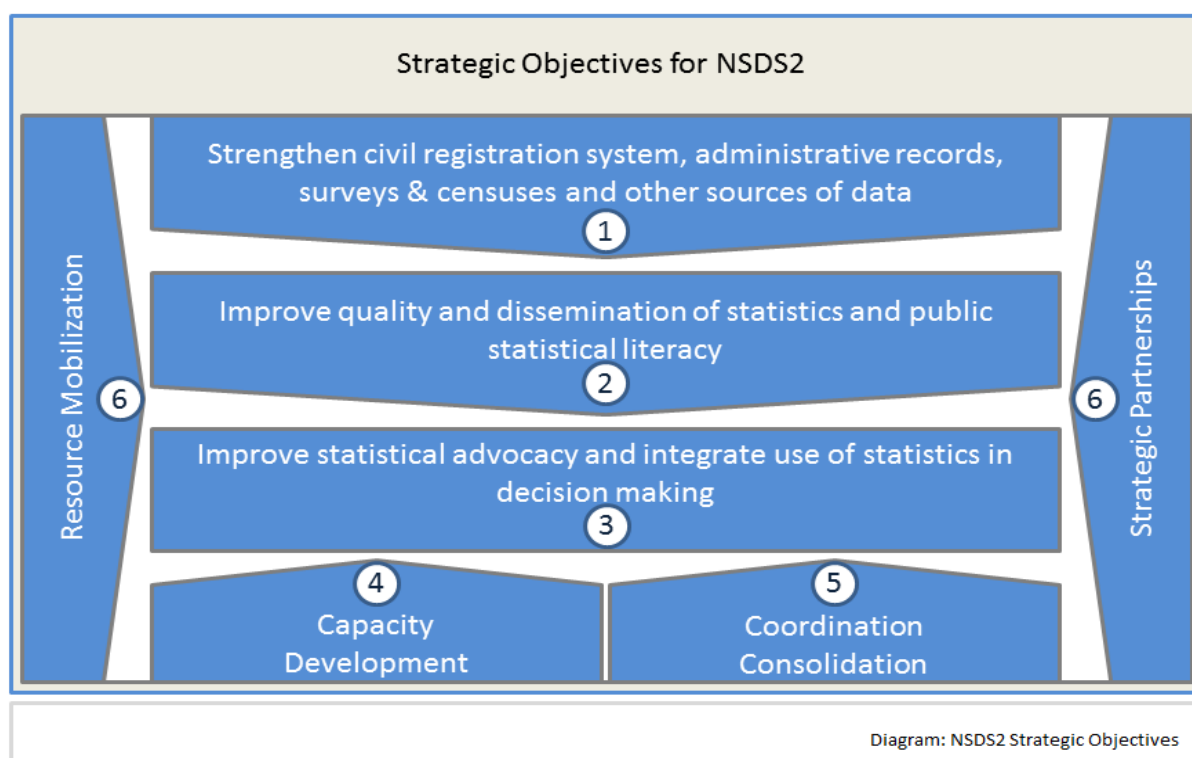
These strategic objectives will be achieved through the strategies and associated outputs described below. Priorities have been set at the level of activities and these can be seen in Annex I. The priority rankings are based not only on their importance and urgency but also on the capacity and resources of the NSS, and NISR in particular, to implement them.

Priority 1 activities are those priority activities over which NISR exerts its direct control, may be held accountable for, and for which NISR is responsible for mobilizing resources. Priority 2 activities are those priority activities in which NISR plays the role of a partner (to varying degrees) in their execution, and these activities will be carried out progressively. Priority 3 activities are significant activities to be implemented depending on the availability of resources and capacity.

Strategic Objective 1: Strengthen civil registration system, administrative records, surveys & censuses and other sources of data

Official statistics require data from various sources and the demand has grown for more, and timelier, statistics across a range of subject areas. NISR has earned an exemplary reputation for conducting large-scale surveys and censuses such as the PHC, EICV and DHS surveys which provide information on population, health, education, household income and expenditure, employment and poverty. New surveys are required to cover subject areas such as the labor force and business statistics, while more frequent EICV and DHS surveys are needed.

Administrative data and vital statistics complement surveys and censuses in informing policies, planning and public sector management. Most sectors lack sufficiently comprehensive and reliable data due to the need to develop management information systems. Also, because of the needs for more regular complete and representative small area statistics than are available from the decennial population and housing censuses, administrative data derived from the regular workings of government institutions are very important. Similarly, recording of births, deaths, marriages, divorces and related issues, which cannot be captured on a continuous basis by a national census program or surveys, requires an effective civil registration system.

There is an important need to take advantage of advanced statistical technologies employed in data management processes. These include use of Digital Data Capture (DDC) and mobile devices to either capture data directly in the field or to use scanning technology, so that the anticipated surge in data demand can be met more quickly without compromising statistical quality. The vast potential of Big Data - as characterized by data sets of increasing volume, velocity and variety – derived as by-products from digital products, and the pitfalls, will be explored in partnership with the international statistical community. If harnessed well, these data could complement official statistics to help measure and monitor the progress of Rwandan society.

The main thrust under this strategic objective is to increase the frequency of data collection and conduct new surveys, in addition to continuing to develop the vital registration system and strengthen administrative records. The interventions to develop the various sources of data are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 1: Strengthen civil registration system, administrative records, surveys & censuses and other sources of data	
Strategies/ outputs	**Nature of activities**
1.1: Strengthened vital statistics	Enhancing tools, building capacity for staff and establishing coordination mechanisms within NSS
1.2: Strengthened administrative records	Improve business registries Strengthen information systems in Education, Health, Justice, Infrastructure, Youth and Labor sectors Maintain the Gender statistics framework Develop data warehouse of macro-economic statistics
1.3: Strengthened surveys, censuses and other sources of data	Conduct NISR survey program including: EICV and DHS surveys every three years, annual Labor Force surveys (starting from 2016/2017), three-yearly Establishment Census, annual Integrated Business Enterprise Survey, Seasonal National Agriculture Probability Survey, Inter-Census population survey (2017/18) Maintain and develop other statistical systems, including: Consumer Prices, Producer Prices, National Accounts, Balance of Payments surveys Rebase GDP from supply-use tables for 2014 and 2017 Rebase Price Statistics Develop data across NSS, including a database of Ubudehe and, e.g. CPAF survey
1.4: Strengthened processes concerning data capture and production	Use mobile devices for data collection, reinforce data storage and use GIS for data capture and production

> **Results:**
> 1.1. Vital statistics will be produced routinely in Rwanda
> 1.2. Availability of statistics on registered businesses and statistics from management information systems available for sector policy and management, and for EDPRS2 monitoring
> 1.3. Up-to-date statistics and reports available from major surveys, rebased national accounts and price indices, and all other key statistics available in a timely fashion and fit for purpose
> 1.4. IT systems effective in disaster recovery situation and reports produced based on GIS

Costs of strengthened civil registration system, administrative records, surveys & censuses and other sources of data

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	26.1	39.0
Priority 2 activities	8.3	12.4
Priority 3 activities	3.1	4.7
Total cost of data strengthening	**37.5**	**56.1**

Strategic Objective 2: Improve quality and dissemination of statistics and public statistical literacy

Official statistics need to be of good quality – in terms of relevance, comparability, accuracy, reliability, punctuality, frequency, promptness, accessibility and trust in the data; and need to be disseminated in appropriate forms in order to meet the requirements for evidence based policy and decision making, as well as to develop public understanding. The NSS has started various initiatives to boost the quality, dissemination and accessibility of statistics.

A country's statistical capacity is the ability to produce reliable and up-to-date statistics that meet users' needs. Under this strategic objective, assuring the quality of statistics produced will be made a priority. The metadata handbook and customized National Quality Assurance Framework (NQAF) will be updated/designed and used across the NSS, and quality assessments and statistical audits will be carried out and deficiencies addressed. International classification system, adapted to Rwanda's needs, will continue to be used and the International Merchandise Trade System will be adopted to record trade statistics.

The NSS will develop its understanding of the demands for statistics and use appropriate forms of dissemination to present data in a clear and understandable manner. NISR will ensure that statistics are made available on an impartial basis, taking advantage of technological advances to promote access and use of data through open data tools. NISR will engage with journalists to promote the use and understanding of statistics in the media and thereby help to develop statistical awareness in society. Data will be open to the communities of users who are able to access and use data from many sources to reveal deeper insights.

The interventions to improve quality and dissemination of statistics and public statistical literacy are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 2: Improve quality and dissemination of statistics and public statistical literacy	
Strategies/ outputs	**Nature of activities**
2.1: Improved quality of statistical data	Metadata handbook produced and used across NSS National Quality Assurance Framework applied and regular statistical audits International Merchandise Trade System adopted for trade statistics
2.2: Improved dissemination of statistics and public statistical literacy	Use of mass media and open data channels Disseminate survey results and other official statistics in appropriate forms Strengthen the One Stop Center at NISR
Results: 2.1. Better quality data available across the NSS 2.2.More accessible statistics disseminated widely and reported in the media. Public awareness and understanding improved	

Costs of Improved quality and dissemination of statistics and public statistical literacy

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	1.1	1.7
Priority 2 activities	0.1	0.1
Total cost of improved quality and dissemination of statistics and public statistical literacy	**1.2**	**1.8**

Strategic Objective 3: Improve Statistical Advocacy and Integrate Use of Statistics In Decision Making

Assessments revealed that the role and importance of statistics are still not as well appreciated as they should be. The need for statistical advocacy has always been there and will certainly increase over the NSDS2 period. Realizing this, advocacy for statistics will promote a culture of evidence-based policy and decision making. It is also required to build a deeper understanding around the circumstances, contexts, and other factors that affect how data are used, encourage additional attention to what happens after data are gathered and shared, and advise on data use, all as part of an effort to ensure that the potential of data use for policy and decision making does not go unfulfilled. Improving the use of data and information at all stages of policy, planning and management, with a broad range of analytical methods, will be encouraged within the NSS so as to provide the needed drive for data-driven decision making.

While advocacy will be addressed to all NSS stakeholders, from data producers, providers, users and the society at large, special attention has to be paid to involving high level

authorities of the country and partners, specifically those key people who need to be convinced of the advantages of NSDS2 in order to ensure its implementation and scaled-up support for statistical capacity building.

Keeping all users of statistics, including civil society, media and NGOs informed about statistical products, capacity development and funding, is of paramount importance as their collaboration is needed to facilitate surveys and other statistical activities, including lobbying for the production and use of statistics. In addition, users should be educated to scale-up statistical literacy within the society. The engagement of users in statistical developments will help to balance the demand and supply of statistics and the achievement of a knowledge-based society.

The interventions to improve statistical advocacy and integrate the use of statistics in decision making are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 3: Improve statistical advocacy and integrate use of statistics In decision making	
Strategies/ outputs	**Nature of activities**
3.1: Policy and decision makers engaged in setting the statistical agenda	Advocacy strategy implemented NISR participating in international and national high level forums
3.2: Strengthened engagements with data users	Regular user-producer dialogues through events and workshops (e.g. African Statistical Day, statistical competitions, etc.)
Results: 3.1. Decision-makers better informed and supportive of the needs for statistics and their use, and supportive of implementation of NSDS2 3.2.Stakeholders in NSS engaged and supportive of statistical activities, including using more statistics and better use of statistics	

Costs of improved statistical advocacy and integrate use of statistics In decision making

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	0.2	0.3
Priority 2 activities	0.1	0.1
Total cost of improved statistical advocacy and integrated use of statistics In decision making	**0.2**	**0.4**

Strategic Objective 4: Develop capacities within NSS

Rwanda has done a lot to strengthen its statistical system, but still a lot more is required to be done to make it more effective and efficient in accomplishing its mission. The assessments have shown that there is a need for not only human resources development,

but also for knowledge sharing and a strong and supportive technological base and infrastructure to efficiently produce and disseminate statistics.

Human resources and staff development will be reinforced, including performance systems to motivate staff, proper definition of employee tasks and creating a clear career path for all staff. This will enable NISR to continue attracting and retaining skilled staff and position NISR to provide strategic oversight for all statistical matters within NSS.

Despite the increasing and changing statistical requirements of the different institutions in the NSS, most of them, particularly the sector ministries, do not have adequate staff capacity. Critical measures will be taken to develop the capacity of NSS staff. By the end of NSDS2, all sectors will be able, in collaboration with NISR, to design and effectively implement their own sector statistical plans to improve statistical production in their respective sectors.

Appropriate basic ICT infrastructure will help NISR and the wider NSS to develop new statistical products, develop and harness the benefits of administrative data sources, increase sharing of knowledge across all sectors and institutions, etc. The overall impact will be a cost-efficient and well-coordinated, functioning and interconnected NSS. Computing equipment will be provided and well maintained to speed up and improve the quality of work.

Asset management at NISR will involve maintaining, upgrading and operating its physical assets in a cost-effective way and in accordance with government prescribed procedures. The fleet of cars at NISR is symbolic to its core work. They will be revamped and well maintained for great performance in the field. The tracking system of NISR vehicles will be strengthened to achieve the desired level of resource management. Phases II and III of refurbishing NISR's office building will be completed and a modern training centre, including a library, will be constructed.

The NSS is relatively young and will rely greatly on knowledge sharing and management in order to continuously develop the capacity of its staff. This strategic objective will work to further instill proper knowledge management practices and create platforms for staff to identify, share and apply good practice. The interaction between improved ICT infrastructure and skilled staff will reinforce a nurturing and "learning-by-doing" environment. Regular learning sessions will be arranged among NSS staff.

For the successful implementation of NSDS2, all key operational logistics and utilities will be planned meticulously. Monitoring and evaluation of NSDS2 will be carried out on a continuous basis such that all the necessary adjustments can be made at the right time. Similarly, the statistical needs of the user communities will be monitored continuously with benchmark user satisfaction surveys every two years.

The interventions to develop capacities within the NSS are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 4: Develop capacities within NSS	
Strategies/ outputs	**Nature of activities**
4.1: Strengthened human resource management in NISR	Improve NISR organizational structure and development strategy, and develop performance systems
4.2: Human resources development within NSS	Skills development and training
4.3: Strengthened IT infrastructure for NISR and NSS	Build and renew hardware and software, and develop IT systems
4.4: Strengthened Physical assets of NISR	Revamp NISR's fleet of vehicles Refurbish NISR's office building Construct and equip a training center, including a library
4.5: Strengthened knowledge management within NSS	Strengthen information management system for learning and sharing knowledge Organize regular learning sessions for NSS staff
4.6: Efficient implementation of NSDS2	Operational logistics and utilities NSDS2 reviews and evaluation User satisfaction survey every two years
Results: 4.1. More efficient and effective NISR with full complement of skilled staff 4.2. Staff capacity built across NSS 4.3. Efficient and effective IT systems in place supported by appropriate hardware and software 4.4. Operational fleet of vehicles and refurbished offices with a functional training room and library 4.5. NSS staff engaged in learning and sharing knowledge supported by Knowledge management system 4.6. Sufficient resources available to support NSDS2 implementation, which is continuously evaluated. Extent of user satisfaction is known and tested regularly	

Costs of developing capacities within NSS

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	21.5	32.1
Priority 2 activities	2.2	3.2
Priority 3 activities	0.5	0.8
Total cost of developing capacities	**24.2**	**36.1**

Strategic Objective 5: Consolidate coordination within NSS

The law on the organization of Statistical Activities in Rwanda (Annex IV) designates NISR as the coordinator of the NSS. The importance of this role is recognized in Principle 8 of the UN's Fundamental Principles of Official Statistics, which states that: "Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system". However, coordination has been a challenge during the implementation of NSDS1 and the assessments have highlighted this issue as one of reasons why sectors are not performing well in statistical production.

Coordination will be strengthened during the implementation of NSDS2. NISR will coordinate inter-agency cooperation on statistical activities at the national and development sector level. Currently, statistics produced by various organizations in the NSS are not always comparable because different concepts, methods, classifications and definitions are used. NISR will ensure that these will be harmonized for both the production and dissemination of statistics so that data from different sources will be consistent.

NISR will be in regular dialogue with other data producers and users in:

1. making statistical classifications, frameworks and definitions available for use by all providers of statistics;
2. disseminating manuals of good practice and providing training programs to support them;
3. developing agreed protocols for the NSS;
4. developing metadata standards for describing statistical collections, particularly the quality of statistics derived from these collections; and
5. developing directories of statistical sources.

NISR will also provide technical support for statistical activities by other NSS producers of statistics. For example, a more visible Visa system approach will help to clarify what other producers and the users of statistics should do when it comes to planning and conducting statistical activities. This will greatly aid and strengthen the production, dissemination and use of statistics, as well as increasing the efficiency of statistical activities, which is even more important in the case of a country with limited resources.

Surveys and censuses conducted in the coming years will, where possible, collect statistical information requested by various sectors. This will considerably reduce the number of surveys to be conducted separately by institutions, sometimes in the same period using the same samples which may produce inconsistent statistics and over-burden respondents. The culture of information sharing will be encouraged by developing the statistical units in NSS institutions, forming professional groups and operationalizing sub-groups on statistics of the sector working groups, who will be requested to always put statistical activities on their agenda.

The interventions to consolidate coordination within the NSS are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 5: Consolidate coordination within NSS	
Strategies/ outputs	**Nature of activities**
5.1: Improved coordination of statistical concepts and methods	Update the standard classifications and Visa instruction manual Regular dialogue with data producers and users
5.2: Strengthened coordination of statistical activities	Use of surveys to collect indicators required by various sectors Formation of professional group of statisticians and statistical units within NSS Operationalize sub-sector working groups on statistics within each sector
Results: 5.1. Harmonization of classifications and better-informed use of Visa processes 5.2.NSDS3 approved in time for decisions on implementation before the end of the NSDS2 period. Professional group formed and active. Sub-working groups on statistics operationalized and active. Sector plans for statistics incorporated into NSDS3	

Costs of consolidating coordination within NSS

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	0.2	0.2
Total cost of consolidating coordination within NSS	**0.2**	**0.2**

Strategic Objective 6: Improve resources mobilization and build strategic partnerships

The lack of sufficient financial resources constitutes a risk to the successful implementation of NSDS2. In this context it is important to articulate the economic costs of the failure to take measures to fulfill the objectives of NSS in Rwanda, as well as the benefits of comprehensive and timely support to NSS. Better statistics will pay for themselves many times over by improving the allocation of available funds and greater effectiveness of public expenditure and private sector decision-making. The cost of basing decisions on inadequate statistics can be very high. An effective and efficient NSS is essential for managing for development results. Investments in statistics are essential "to enhance capacity for statistics to monitor progress, evaluate impact, ensure sound, results-focused public sector management, and highlight strategic issues for policy decisions" (Fourth High-Level Forum on Aid Effectiveness, Busan, Korea, 2011).

During the last five years, the Government of Rwanda has worked together with development partners to strengthen the statistical system and statistical activities of the NSS. The aim is that this momentum will be maintained and the scope of collaboration with various partners expanded. NISR and the wider NSS have benefited greatly from different funding sources that provided a powerful boost to the development of statistical activities during the period of NSDS1. NISR will endeavor to maintain good working relationships with development partners and remain highly relevant within the context of development in

Rwanda, notably to the achievement of Vision 2020 and the MDGs, in such a way that important flows of funds are maintained and increased.

NISR will continue to maintain and demonstrate the efficient resource management that have won approval from partners, and adhere to the best practices of financial management and maintain appropriate financial planning and reporting.

NISR will continue to identify and liaise with relevant organizations involved in and supporting statistical activities around the world and build strategic partnerships with institutions on a long-term basis to share technical and intellectual resources to achieve mutually agreed goals.

The interventions to improve resources mobilization and build strategic partnerships are summarized below. More details on activities and costs are shown in Annex I.

Strategic Objective 6: Improve resources mobilization and build strategic partnerships	
Strategies/ outputs	**Nature of activities**
6.1: Effective resource mobilization for activities in the NSS	Hold consultation sessions with partners
6.2: Efficient resource management	Adhere to the best practices of financial management and maintain appropriate financial planning and reporting
6.3: Strategic partnerships built	Identify and liaise with organizations supporting statistical activities around the world Establish letters of agreement, MOUs, etc. to avail technical support and other resources for NISR activities
Results: 6.1. Commitment of partners to support NSDS implementation 6.2.NISR scored "unqualified opinion" by annual audits 6.3: Agreements to work together with strategic partners	

Costs of improving resources mobilization and building strategic partnerships

Level of priority	RwF (billion)	USD (million)
Priority 1 activities	0.0	0.1
Total cost of improving resource mobilization and building strategic partnerships	**0.0**	**0.1**

5.5 NSS after NSDS2

NISR is still a relatively new institution, formed in 2005. The staff strength in NISR has grown from around 40 at its inception to around 100 in 2013. The increase in the number of staff and staff capacity (level of education and professional skills) has progressively assisted NSS to cope with the growing number of statistical activities stemming from the need to meet the increasing statistical requirements for policy related matters of Rwanda's rapidly growing economy.

Compared to other countries, especially those performing well in the area of statistics, it is clear that the current number of staff for NISR and NSS will need to continue to grow as the country pursues sustainable growth and development. For example, currently, South Africa, with a population of more than 50 million, has around 2000 staff in Statistics South Africa, with a ratio of one staff member per 25,000 people. In comparison, with the country's population of 10.5 million in 2012, NISR has a ratio of one staff member per 105,000 people. This implies that further expansion is inevitable, given the past trend and future planned activities as embodied in the NSDS2 strategy.

Again, comparing it with the start of NSDS1 implementation in 2009/2010, there has been an increase of about 50% in the number of staff at NISR, from around 60 in 2010. Given the fact that NISR is such a young institution, with high potential for further growth, and also going by this rate of increase in the number of staff since 2010, corresponding to the increased statistical activities, the required human resources in NISR can be estimated at around 250 staff by end of NSDS2 and at least 500 for NSS by the end of NSDS3.

It must be emphasized, however, that the increase in staff, while necessary, is not a sufficient condition for successful implementation of NSDS2. This will depend largely on the value of the activities undertaken according to their relevance, efficiency, effectiveness, impact and results, sustainability and quality, and effective communication strategies.

Overall, as illustrated below (Diagram 7), implementation of NSDS2 will be enabled by innovative methods and enabling technologies to support various sources of data such as surveys and censuses, regular administrative data collection mechanisms and the civil registration system, with the focus on quality and accessibility of the data produced, analyzed and used. The open data and disaggregated statistics produced by the coordinated and capacitated NSS will assist a culture of results-based management, improved decision making and enhanced public accountability. NISR will be at the center, fulfilling its role as the key data provider and coordinator of a strengthened NSS.

Diagram 7: NSS after NSDS2

Diagram: NSDS Rwanda (2014–2018)
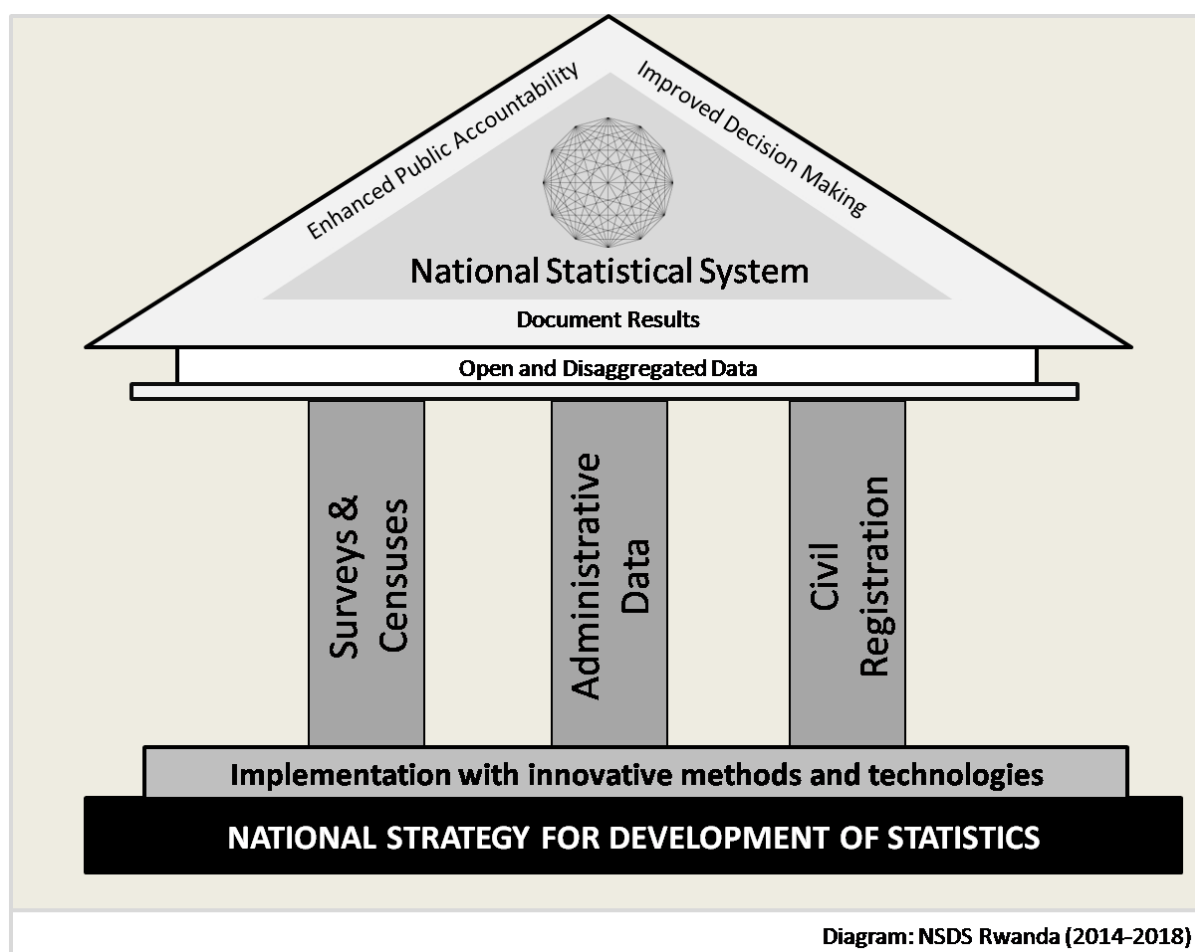
6. Implementation of NSDS2

6.1 Implementation planning

The implementation and budget plan of NSDS2 (Annex I) sets out the planned activities, organized according to the strategic objectives they support, together with their priority ranking, time frame and costs. The detail on how each activity will be carried out is not set out in this document. Based on resources available, annual action plans, with more details on activities, targets, timetables and budgets, will be prepared by each implementing institution. NISR will take the lead in planning and prioritizing for NSS-wide programs and projects in collaboration with the concerned institutions. Stakeholders will be involved in the planning of surveys and other major activities, through the consultation processes established in each case. The planning for sector-specific activities and projects will be the responsibility of the leading ministry. Priorities will be defined by NISR and leading ministries in each sector in their respective areas, taking account of available resources and the impact of each activity on the development program of Rwanda.

6.2 Governance

The NSS governance arrangements will facilitate the effective and efficient implementation of NSDS2. They will be based on the successful governance arrangements established for NSDS1, with some on-going refinements to guide the entire implementation process.

The elements of the governance arrangements will be:

- A forum for dialogue and consultation between producers and users of official statistics (Steering Committee/ National Partnership Group). Chaired by the Permanent Secretary/ Secretary to the Treasury at MINECOFIN, the SC/NPG will meet quarterly and comprise: The World Bank, One UN (UNDP, UNFPA, UNICEF and UNWOMEN), DFID, EU, civil society organizations and the Government.
- The Steering Committee will advise NSS, through NISR, on future NSDS policies and strategies; approve the NSDS Action Plan and Budget in accordance with available resources; monitor NSDS implementation progress; and take action based on the quarterly and annual progress reports.
- The SC/NPG will provide oversight of the implementation of NSDS2. It will also manage the Basket Fund - a pooled fund managed jointly with development partners and the Government.
- NISR will lead the implementation of NSDS2 activities and projects in cooperation with leading ministries in the various EDPRS2 sectors and local governments. An NSDS Program Management and Coordination Team (PMCT) will be formed within NISR to

advise the Directorate General of NISR in all aspects of NSDS2 implementation. It will also regularly assist sectors in their efforts to develop sector statistical systems. The NISR Board and senior managers will also follow up regularly on implementation of NSDS2.

- The PMCT will also ensure the periodic reporting, compliance with procurement, proper disbursement and financial management policies and procedures, expenditure management and monitoring and evaluation of NSS activities.
- Sub-working groups on statistical activities within all EDPRS2 sectors will play a key role in NSDS implementation by improving the coordination of statistical activities in their sector.
- Other mechanisms used to govern NSDS will include: independent reviews of the state of affairs within NSS, including measures to address the challenges encountered in the implementation of NSDS2; as well as audits of finance by the Office of Auditor General, and other audits by development partners.

The NSDS2 will be implemented according to the following principles, within the context of Rwanda's laws on statistics and the UN Principles of Official Statistics:

1. NSDS implementation will be integrated into national development policy processes and context, taking account also of regional and international commitments.
2. The NSDS will ensure that the development of statistics is sustainable, with quality "fit for purpose".
3. NSDS implementation will pursue the vision of:
   a. A strengthened, well-coordinated and flexible NSS that is positioned to face the challenges and needs for statistics of Rwanda as a middle income country; and
   b. Effective use of good statistics and statistical analysis to underpin effective policy making, planning and implementation by the Government of Rwanda and partners.
4. The NSDS will show where the statistical system is now, how it needs to be developed and how to accomplish this.

6.3 Monitoring and Evaluation

For the effective monitoring and evaluation of NSDS2, NISR as the coordinating institution within NSS, will build up a Monitoring and Evaluation System to follow the NSDS2 implementation progress. This M&E System will focus on final outputs and outcomes and milestones for multi-year projects. Proactive monitoring will be done by monitoring the statistics web pages and statistical reports of institutions.

During the implementation of NSDS2, all outputs and activities will be monitored and feedback will be used to check on progress and, where necessary, to improve the implementation processes of the strategic plan. Monitoring will always ensure that stated

objectives are being achieved and, if necessary, it will alert management to potential problems before the situation becomes worse.

For that, the logical framework (Annex II) shows a list of indicators which will serve to continually monitor the accomplishment of outputs to identify improvements and, if necessary, modifications. An indicator has been developed for each output. Indicators are either qualitative or quantitative and sources of information on the indicator are identified.

Other NSS institutions will monitor implementation at the sector level, while NISR, as the coordinator agency, will monitor the implementation of NSDS2 as a whole.

Annual reviews of the implementation of NSDS2 will be carried out, as well as a mid-term review and a final review at the end of 2018/2019. The mid-term and later annual reviews will help to guide the preparation of NSDS3. User satisfaction surveys will be carried out in 2014/2015, in 2016/2017 and in 2018/2019. Other sources of high-level information include: the use of statistics by the private sector and in EDPRS monitoring and design processes, the World Bank's Statistical Capacity Indicator, and IMF reports.

6.4 Advocacy

The new NSDS provides a great opportunity for statistical advocacy, specifically during its design and development stage. Also, during implementation, there are many good opportunities to promote the culture of evidence-based policy and decision making in all sectors of society. An effective communication and advocacy strategy will be developed at an early stage in preparing for implementation. This will identify the key people and institutions who can help the NSS achieve its objectives, and how they can be persuaded to do so, as well as communicating the key messages about the value of making effective use of good statistics.

The entire NSS will be involved in the development and the implementation of the advocacy activities, including African Statistics Day and other key events.

6.5 Finance

It is projected that the cost for implementing NSDS2 over the five years period is RwF 63.34 billion, equivalent to US$ 94.68 million (at an exchange rate of 1USD/669RwF) as illustrated in Table 3. NSDS2 will be financed by the Government of Rwanda and development partners. It should be stressed that this investment in statistical production, analysis and use, as well as building sustainable capacity for the longer term, will pay for itself many times over in terms of better policies, decisions and resource allocation as a result of making effective use of good statistics. The sustainability of achievements over the next five years will be assured by institutional and human capacity building within the NSS aiming to secure the capacity to produce, analyze and use statistics for future years, as well as providing the

statistics needed urgently in the coming years. Financial sustainability will be secured by an increasing Government contribution to the total cost of implementing the NSDS.

Table 3: Cost of implementing Strategic Objectives in NSDS2

Figures in RwF are in billions while USD in millions						
Strategic Objective	**2014/2015**	**2015/2016**	**2016/2017**	**2017/2018**	**2018/2019**	**Total Cost**
1. Strengthening civil registration system, administrative records, surveys & censuses and other sources of data						
RwF	10.57	4.30	8.09	8.33	6.22	37.51
USD	0.33	0.36	0.39	0.36	0.36	1.82
2. Improve quality and dissemination of statistics and public statistical literacy						
RwF	0.22	0.24	0.26	0.24	0.24	1.22
USD	0.33	0.36	0.39	0.36	0.36	1.82
3. Improve statistical advocacy and integrate use of statistics in decision making						
RwF	0.05	0.05	0.05	0.05	0.05	0.25
USD	0.07	0.07	0.07	0.07	0.07	0.37
4. Develop capacities within NSS						
RwF	4.73	7.10	3.85	4.54	3.96	24.18
USD	7.06	10.61	5.76	6.79	5.92	36.14
5. Consolidate coordination within NSS						
RwF	0.10	0.02	0.00	0.00	0.03	0.16
USD	0.15	0.03	0.00	0.00	0.04	0.23
6. Improve resources mobilization and build strategic partnerships						
RwF	0.01	0.01	0.01	0.01	0.01	0.04
USD	0.01	0.01	0.01	0.01	0.01	0.06
Total Cost						
RwF	15.68	11.72	12.26	13.17	10.51	63.34
USD	23.43	17.51	18.33	19.69	15.70	94.68

6.6 Risks and risk mitigation

Achieving the vision of NSDS2 will require statistics that are not only produced and analysed, but are also used effectively to underpin effective policy making, planning and program implementation, both by the private and public sectors. Within the lifetime of NSDS2, strengthening and coordinating the NSS in order to meet the priority statistical needs to monitor EDPRS2, inform policy development for EDPRS3, and position the NSS to face the challenges of Rwanda as a middle income country, will require adequate financial, material and staff resources. New and existing staff will need to be well trained to face the ever-increasing and changing demands for statistics.

These challenges and risks to the implementation of NSDS2 are set out below, together with an indication of their likelihood, and risk mitigation measures that have been incorporated into the design of NSDS2.

Risks	Description	Probability	Mitigation
1.	Policy and decision-makers unwilling or lack capacity to use statistics	Low	High appreciation of statistics in Rwanda. NISR's role in EDPRS2 monitoring is clear and NISR will help to develop the capacity of users of statistics.
2.	Financial resources not available	Medium	High-level commitment in government and Development Partners remain committed to the development of statistics. An advocacy strategy and program will be developed by NISR.
3.	Additional staffing is not approved	Low	High-level commitment in Government to the development of statistics.
4.	Staff turnover remains high	Medium	Capacity building program and development of a statistics cadre/ common service
5.	NSDS2 is ambitious relative to capacity built and financial resources available	Medium	NSDS2 presents an achievable work program. Annual work plans and budgets will align programmes with capacity.
6.	Line ministries don't accept NISR's coordination of NSS	Low	NISR has a powerful visa mechanism for controlling surveys and will maintain good working relations with line ministries.
7.	High and unrealistic expectations from stakeholders	Medium	Cabinet approval will put the NSS in a strong position in negotiating with stakeholders and there will be continuous dialogue with stakeholders to communicate what should be expected

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ANNEXES

Annex I: Implementation and budget plan

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
Strategic Objective 1: Strengthening civil registration system, administrative records, surveys & censuses and other sources of data					**10,567,558,859**	**4,301,255,764**	**8,089,329,564**	**8,328,552,808**	**6,218,951,167**	**37,505,648,162**	**56,062,254**
Strategy 1.1	**Strengthen vital statistics**				**522,934,200**	**522,934,200**	**461,718,000**	**461,718,000**	**461,718,000**	**2,431,022,400**	**3,633,815**
1.1.1	Further develop the national system of civil registration and vital statistics (tools, trainings, TWG and Steering committee)	1	NISR	MINALOC, MoH, NIDA, MINEDUC, MINIJUST	522,934,200	522,934,200	461,718,000	461,718,000	461,718,000	**2,431,022,400**	**3,633,815**
Strategy 1.2 Strengthen administrative records and statistics					**2,650,078,408**	**569,215,350**	**918,691,350**	**602,969,150**	**632,969,150**	**5,373,923,408**	**8,032,770**
1.2.1	Improve business registries	2	RDB	NISR MINICOM, PSF	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	**25,000,000**	**37,369**
1.2.2	Strengthen administrative records in Education sector	2	MINEDUC	NISR	227,687,500	100,917,050	100,917,050	100,917,050	100,917,050	**631,355,700**	**943,730**
1.2.3	Strengthen administrative records in Health sector	2	MoH	RBC, NISR	175,870,200	175,870,200	175,870,200	114,554,000	114,554,000	**756,718,600**	**1,131,119**
1.2.4	Strengthen administrative records in Justice, reconciliation, law and order sector	2	MINIJUST, RNP	NISR, MINENTER			325,476,000	71,070,000	71,070,000	**467,616,000**	**698,978**
1.2.5	Strengthen administrative records in infrastructure sector & environment and natural resources sector (including natural capital accounts)	3	MININFRA, MINIRENA	RTDA, RHA, RURA, RDB, REMA, NISR	63,008,100	15,008,100	15,008,100	15,008,100	15,008,100	**123,040,500**	**183,917**
1.2.6	Maintain the gender Statistics framework	2	NISR	UNWOMEN, GMO, MIGEPROF	120,420,000	120,420,000	120,420,000	120,420,000	120,420,000	**602,100,000**	**900,000**
1.2.7	Develop and maintain the youth, sport and culture statistics framework	3	MINISPOC	NISR, MYICT, NYC, MINICOM	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	**100,000,000**	**149,477**
1.2.8	Develop and maintain an IMS of labour statistics + dissemination its report	3	MIFOTRA	NISR,RRA,RSSB, RDB	132,000,000	132,000,000	156,000,000	156,000,000	186,000,000	**762,000,000**	**1,139,013**

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
1.2.9	Develop and maintain a data warehouse of macroeconomic statistics	2	BNR	NISR	1,906,092,608					1,906,092,608	2,849,167
Strategy 1.3 Strengthen surveys, censuses and other sources of data					**7,357,246,251**	**3,182,106,214**	**6,683,520,214**	**7,207,965,658**	**5,087,164,017**	**29,518,002,354**	**44,122,575**
1.3.1	Develop a database of Ubudehe in place to enhance evidence based planning- Update Ubudehe data base	2	RLDSF	NISR, MINALOC	600,000,000		600,000,000		600,000,000	1,800,000,000	2,690,583
1.3.2	Finalizing the EICV4	1	NISR	MINALOC, MINECOFIN	1,477,346,592					1,477,346,592	2,208,291
1.3.3	Design and conduct the EICV5	1	NISR	MINALOC, MINECOFIN		33,500,000	2,400,383,006	1,215,939,413		3,649,822,419	5,455,639
1.3.4	Design and prepare the EICV6	1	NISR	MINALOC, MINECOFIN					33,500,000	33,500,000	50,075
1.3.5	Design and conduct the DHS5	1	NISR	MoH, RBC, MINALOC	1,868,459,972	604,575,349				2,473,035,321	3,696,615
1.3.6	Design and conduct the DHS6	1	NISR	MoH, MINALOC			194,528,026	2,148,728,968	695,261,652	3,038,518,646	4,541,881
1.3.7	Design and conduct the Labor Force survey	1	NISR	MIFOTRA		64,417,500	709,398,500	709,398,500	709,398,500	2,192,613,000	3,277,448
1.3.8	Design and conduct the Establishment Census	1	NISR	MINICOM, PSF, RDB	534,200,312			16,691,000	534,200,312	1,085,091,624	1,621,961
1.3.9	Design and conduct the Integrated Business Enterprise Survey	1	NISR	MINICOM, PSF, RDB, MIFOTRA, MYICT	229,977,350	241,476,218	253,550,028	266,227,530	279,538,906	1,270,770,032	1,899,507
1.3.10	Maintain, introduce refinements and improvements, and conduct the Seasonal National Agricultural Probability Survey Program	1	NISR	MINAGRI, RAB, NAEB	1,279,994,878	990,000,000	990,000,000	990,000,000	990,000,000	5,239,994,878	7,832,578
1.3.11	Design and conduct the Foreign Private Capital Census	1	NISR	BNR, MINECOFIN, RDB, PSF, MINICOM	13,465,747	13,465,747	13,465,747	13,465,747	13,465,747	67,328,735	100,641
1.3.12	Design and conduct the Informal Cross Border Trade Census	1	NISR	BNR, MINICOM	61,064,000	61,064,000	61,064,000	61,064,000	61,064,000	305,320,000	456,383
1.3.13	Design and conduct the Land and Air Travel Expenditure Surveys	1	NISR	RDB, MINICOM	46,828,000	46,828,000	46,828,000	46,828,000	46,828,000	234,140,000	349,985
1.3.14	Maintain and develop the system of consumer Price statistics compilation	1	NISR	BNR	76,479,000	63,804,000	63,804,000	69,816,500	69,816,500	343,720,000	513,782

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
1.3.15	Maintain and develop the system of Producer Price statistics compilation	1	NISR	BNR	33,389,500	51,064,500	40,389,500	42,389,500	42,389,500	209,622,500	313,337
1.3.16	Maintain and develop the system of Trade Price Indices (TPIs) compilation	1	NISR	BNR, MINICOM	45,089,525	45,089,525	45,089,525	45,089,525	45,089,525	225,447,625	336,992
1.3.17	Rebase Price Indices for 2014 and 2017 base years	1	NISR	BNR, MINECOFIN	60,210,000	120,420,000	60,210,000	120,420,000	60,210,000	421,470,000	630,000
1.3.18	Design and conduct the Inter-census survey	3	NISR	MINECOFIN			303,408,507	540,505,600		843,914,107	1,261,456
1.3.19	Develop Food Vulnerability Assessment indicators	2	NISR	WFP	0	660,000	660,000	660,000	660,000	2,640,000	3,946
1.3.20	Develop and maintain the system of National Accounts statistics	1	NISR	BNR, MINECOFIN	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000	100,897
1.3.21	Design and conduct regular surveys to collect BOP data on: residents and non residents expenditures, trade in services, NGOs, and remittances	1	NISR	BNR, MINECOFIN	46,828,000	46,828,000	46,828,000	46,828,000	46,828,000	234,140,000	349,985
1.3.22	Rebase GDP by constructing SUT for 2014 and 2017 base years	1	NISR	BNR, MINECOFIN	182,413,375	182,413,375	182,413,375	182,413,375	182,413,375	912,066,875	1,363,329
1.3.23	Design and conduct a survey on citizen perception on electoral processes	3	NEC		70,000,000					70,000,000	104,634
1.3.24	Rwanda Governance Scorecard	2	RGB		50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000	373,692
1.3.25	Survey/ Audience satisfaction with radio and TV programs, and multi-media services..	3	RBA		60,000,000			80,000,000		140,000,000	209,268
1.3.26	Citizen report card	2	RGB		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000	1,000,000,000	1,494,768
1.3.27	Rwanda Media barometer	2	RGB			30,000,000		30,000,000		60,000,000	89,686
1.3.28	Civil Society Barometer	2	RGB			60,000,000		60,000,000		120,000,000	179,372
1.3.29	Audit of Service Delivery	2	RGB		30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	224,215
1.3.30	Documenting Home Grown Initiatives	2	RGB			100,000,000	100,000,000	100,000,000	100,000,000	500,000,000	747,384

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
1.3.31	Conduct a common Performance Assessment Framework CPAF survey	3	WDA		38,000,000	38,000,000	38,000,000	38,000,000	38,000,000	**190,000,000**	**284,006**
1.3.32	Conduct a tracer survey for TVET graduates	3	WDA		90,000,000	90,000,000	90,000,000	90,000,000	90,000,000	**450,000,000**	**672,646**
1.3.33	Conduct a satisfaction survey on how Rwandan are interested in joining TVET	3	WDA		150,000,000		150,000,000		150,000,000	**450,000,000**	**672,646**
1.3.34	Conducting RRA Customer Satisfaction Survey	3	RRA			5,000,000			5,000,000	**10,000,000**	**14,948**
Strategy 1.4 Strengthen processes concerning data capture and production					**37,300,000**	**27,000,000**	**25,400,000**	**55,900,000**	**37,100,000**	**182,700,000**	**273,094**
1.4.1	Establish local and cloud based storage with disasters recovery solution	1	NISR		17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	**85,000,000**	**127,055**
1.4.2	GIS software maintenance and upgrading (every 3 years)	1	NISR		20,300,000	10,000,000	8,400,000	38,900,000	20,100,000	**97,700,000**	**146,039**
Strategic Objective 2: Improve quality and dissemination of statistics and public statistical literacy						**243,000,000**	**263,690,000**	**243,690,000**	**241,690,000**	**1,216,070,000**	**1,817,743**
Strategy 2.1 Improve quality of statistical data					**12,000,000**	**8,000,000**	**8,000,000**	**8,000,000**	**8,000,000**	**44,000,000**	**65,770**
2.1.1	Advocate for usage of the Metadata handbook, the National Quality Assurance Framework and regularly conduct statistical audit	1	NISR		8,500,000	4,500,000	4,500,000	4,500,000	4,500,000	**26,500,000**	**39,611**
2.1.2	Adopt International Merchandise Trade System to record trade statistics	1	NISR	MINICOM	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	**17,500,000**	**26,158**
Strategy 2.2 Improve the dissemination of Statistical data and basic public statistical literacy					**212,000,000**	**235,000,000**	**255,690,000**	**235,690,000**	**233,690,000**	**1,172,070,000**	**1,751,973**
2.2.1	Use mass media channels for dissemination and improve the basic public statistical literacy	1	NISR		150,000,000	150,000,000	150,000,000	150,000,000	150,000,000	**750,000,000**	**1,121,076**
2.2.2	Disseminate and document results from censuses, surveys and other sources of official statistics	1	NISR	MDAs	42,000,000	65,000,000	35,690,000	35,690,000	63,690,000	**242,070,000**	**361,839**
2.2.3	Disseminate results from censuses, surveys and other sources of official statistics (MINAGRI & MINEDUC)	2	MINAGRI, MINEDUC	NISR	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	**100,000,000**	**149,477**
2.2.4	Strengthen the One Stop Center at NISR	1	NISR			0	50,000,000	30,000,000		**80,000,000**	**119,581**
Strategic Objective 3: Improve statistical advocacy and integrate use of statistics in decision making						**49,000,000**	**49,000,000**	**49,000,000**	**49,000,000**	**245,000,000**	**366,218**
Strategy 3.1 Setting a statistical agenda with policy and decision makers					**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**15,000,000**	**75,000,000**	**112,108**

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Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
3.1.1	NISR participating in international and national high level forums	2	NISR		15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000	112,108
Strategy 3.2 Strengthen engagement with data users					**34,000,000**	**34,000,000**	**34,000,000**	**34,000,000**	**34,000,000**	**170,000,000**	**254,111**
3.2.1	Regularly organize user-producer dialogues through events and workshops (e.g. ASD, statistical competitions, etc)	1	NISR		34,000,000	34,000,000	34,000,000	34,000,000	34,000,000	170,000,000	254,111
Strategic Objective 4: Develop capacities within NSS					**4,726,286,361**	**7,096,626,745**	**3,850,843,957**	**4,542,464,283**	**3,959,974,822**	**24,176,196,168**	**36,137,812**
Strategy 4.1 Strengthen Human resources management in NISR					**2,390,533,775**	**2,375,533,775**	**2,375,533,775**	**2,450,629,907**	**2,450,629,907**	**12,042,861,139**	**18,001,287**
4.1.1	Improve NISR organizational structure	1	NISR	MINECOFIN, MIFOTRA	1,501,922,652	1,501,922,652	1,501,922,652	1,577,018,784	1,577,018,784	7,659,805,524	11,449,635
4.1.2	Establish the Performance based Financing System (PBF) for NISR staff	1	NISR	MINECOFIN	836,652,480	836,652,480	836,652,480	836,652,480	836,652,480	4,183,262,400	6,253,008
4.1.3	Enhance the performance management system	1	NISR	MINECOFIN	36,958,643	36,958,643	36,958,643	36,958,643	36,958,643	184,793,215	276,223
4.1.4	Develop organizational development strategy of NISR	1	NISR	MINECOFIN,MIFOTRA	15,000,000	0	0	0	0	15,000,000	22,422
Strategy 4.2 Human resources development within NSS					**191,414,295**	**167,943,740**	**190,919,466**	**200,540,100**	**203,251,900**	**954,069,501**	**1,426,113**
4.2.1	General Skills Development Program in NSS	1	NISR	NCBS, MIFOTRA	10,435,200	10,759,600	10,724,600	30,999,600	39,098,400	102,017,400	152,492
4.2.2	Specialist Skills Development Program (NISR Staff Only)	1	NISR	NCBS, MIFOTRA	8,362,500	6,422,400	14,851,800	2,341,500	2,341,500	34,319,700	51,300
4.2.3	Management Training (NISR Staff Only)	1	NISR	NCBS, MIFOTRA	13,380,000	10,070,000	13,380,000	10,070,000	6,690,000	53,590,000	80,105
4.2.4	Training in statistics and data management skills (NISR & NSS Staff	1	NISR	NCBS, MIFOTRA	39,641,595	20,688,740	20,242,066	24,753,000	22,746,000	128,071,401	191,437
4.2.5	Study visit/ Internship	1	NISR	NCBS, MIFOTRA, RDB	23,590,000	23,590,000	23,590,000	23,590,000	23,590,000	117,950,000	176,308
4.2.6	Training at MSc and PhD level (NISR&NSS staff)	3	NISR	NCBS, REB, MIFOTRA, MINEDUC	66,005,000	66,413,000	78,131,000	78,786,000	78,786,000	368,121,000	550,256
4.2.7	Training in labors statistics (data management skills)	3	MIFOTRA	NCBS, NISR, MINEDUC	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	150,000,000	224,215
Strategy 4.3 Strengthen ICT infrastructure for NISR and NSS					**359,300,000**	**99,500,000**	**240,500,000**	**250,500,000**	**99,500,000**	**1,049,300,000**	**1,568,460**

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Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
4.3.1	Develop and implement a strategy for ICT infrastructure in statistics	1	NISR	RDB, MYICT	35,000,000					35,000,000	52,317
4.3.2	Develop and improve data processing with advanced IT	1	NISR	RDB, MYICT	151,000,000			151,000,000		302,000,000	451,420
4.3.3	Maintenance of security monitoring system, electronic attendance and fire fighting equipment	1	NISR	RDB, MYICT		3,500,000	3,500,000	3,500,000	3,500,000	14,000,000	20,927
4.3.4	Licenses , support and maintenance of ICT related devices and applications (antivirus, GIS tools, UPS, web-based applications)	1	NISR	RDB, MYICT	54,000,000	54,000,000	54,000,000	54,000,000	54,000,000	270,000,000	403,587
4.3.6	Strengthen, webhosting, internet /bandwidth and wireless internet for NISR premises	1	NISR	RDB, MYICT	22,000,000	22,000,000	22,000,000	22,000,000	22,000,000	110,000,000	164,425
4.3.7	Purchase of license of statistical software and Microsoft windows upgrading for NISR and NSS	1	NISR	RDB, MYICT	90,300,000	15,000,000	15,000,000	15,000,000	15,000,000	150,300,000	224,664
4.3.8	Purchase of new computers and mobile devices including android phones for data collection	1	NISR		2,000,000		141,000,000			143,000,000	213,752
4.3.9	Purchase of licenses for SPSS statistical software for RRA	3	RRA	NISR, RDB	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	**25,000,000**	**37,369**
Strategy 4.4 Strengthen physical assets of NISR					**700,000,000**	**3,400,000,000**	**0**	**600,000,000**	**0**	**4,700,000,000**	**7,025,411**
4.4.1	Revamp NISR fleet of vehicles	1	NISR	MININFRA, MINECOFIN, RHA		800,000,000		600,000,000		**1,400,000,000**	**2,092,676**
4.4.2	Refurbish the NISR office (phase II and III)	1	NISR	MINECOFIN, MININFRA	600,000,000	600,000,000				**1,200,000,000**	**1,793,722**
4.4.4	Constructing and equipping a Modern Training Center, including Library	2	NISR	NCBS, MINEDUC, MVK	100,000,000	2,000,000,000				**2,100,000,00**	**3,139,013**
Strategy 4.5 Strengthen Knowledge Management within NSS					**2,000,000**	**42,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**50,000,000**	**74,738**
4.5.1	Develop and implement a comprehensive knowledge management strategy for NSS	2	NISR	NCBS, MIFOTRA		15,000,000				**15,000,000**	**22,422**
4.5.2	Enhance/upgrade the information management system to capture knowledge and encourage sharing (Knownet)	2	NISR	NCBS, RDB, MIFOTRA		25,000,000				**25,000,000**	**37,369**

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
4.5.3	Organize regular learning sessions among members of the NSS	2	NISR		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	**10,000,000**	**14,948**
Strategy 4.6 Effective implementation of NSDS2					**1,083,038,291**	**1,011,649,230**	**1,041,890,716**	**1,038,794,276**	**1,204,593,015**	**5,379,965,528**	**8,041,802**
4.6.1	Operational logistics and utilities (Other operational costs)	1	NISR	MINECOFIN	1,054,038,291	1,001,649,230	1,014,890,716	1,028,794,276	1,175,593,015	**5,274,965,528**	**7,884,851**
4.6.2	Annual Review of NSDS + end of NSDS evaluation	1	NISR		12,000,000	10,000,000	10,000,000	10,000,000	12,000,000	**54,000,000**	**80,717**
4.6.3	User satisfaction survey (NSDS start and end)	1	NISR		17,000,000		17,000,000		17,000,000	**51,000,000**	**76,233**
Strategic Objective 5: Consolidate coordination within NSS					**103,000,000**	**18,000,000**	**3,000,000**	**3,000,000**	**28,000,000**	**155,000,000**	**231,689**
Strategy 5.1 Improve coordination of statistical concepts and methods					**0**	**15,000,000**	**0**	**0**	**0**	**15,000,000**	**22,422**
5.1.1	Update the standard classifications and Visa Instruction manual (e.g. ISIC, COICOP, ISCO, ISCED, etc.)	1	NISR			15,000,000				**15,000,000**	**22,422**
Strategy 5.2 Strengthen coordination of statistical activities					**103,000,000**	**3,000,000**	**3,000,000**	**3,000,000**	**28,000,000**	**140,000,000**	**209,268**
5.2.1	NSDS 2 dissemination (Including the hosting the 4th Young Statistician conference)	1	NISR	MINECOFIN, MINAFET, NCBS, ISIBALO	100,000,000					**100,000,000**	**149,477**
5.2.2	Elaboration of NSDS 3 (TA)	1	NISR	MINECOFIN,					25,000,000	**25,000,000**	**37,369**
5.2.3	Formation of professional group of statisticians and statistical units in key line ministries / institutions; and operationalize the sub sector working groups on statistical activities within each sector	1	NISR	NCBS,MDAs	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	**15,000,000**	**22,422**
Strategic Objective 6: Improve resources mobilization and build strategic partnerships						**8,000,000**	**8,000,000**	**8,000,000**	**8,000,000**	**40,000,000**	**59,791**
Strategy 6.1 Effective resource mobilization for activities in NSS					**4,000,000**	**4,000,000**	**4,000,000**	**4,000,000**	**4,000,000**	**20,000,000**	**29,895**
6.1.1	Hold consultations sessions with partners	1	NISR		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	**20,000,000**	**29,895**
Strategy 6.2 Efficient resource management					**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**10,000,000**	**14,948**
6.2.1	Adhere to the best practices of financial management and maintain appropriate financial planning and reporting	1	NISR		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	**10,000,000**	**14,948**
Strategy 6.3 Build strategic partnerships					**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**10,000,000**	**14,948**

Number	ACTIVITIES	Priority	Responsibility		Time frame & Costs					Total Cost	
			Main responsible	Partners	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total RwF	Total USD
6.3.1	Identify and liaise with organizations supporting statistical activities around the world Establish letter of agreements, MOUs etc to avail technical support and other resources for NISR activities	1	NISR		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	**10,000,000**	**14,948**
					15,677,845,220	11,715,882,509	12,263,863,521	13,174,707,091	10,505,615,989	63,337,914,330	94,675,507

Annex II: Logical Framework

Project Name	Indicator	Baseline 2013/2014	Milestones					Target (date)	Source
IMPACT			2014/2015	2015/2016	2016/2017	2017/2018	2018/2019		
Effective use of better statistics and statistical analysis underpins effective policy making, planning and implementation by Government of Rwanda and partners	Overall appreciation of adequacy of official statistics to priority needs of users	51.5 % in 2012	60% in 2014/2015			70% in 2017/2018		80% in 2018/2019	User satisfaction surveys

OUTCOME	Indicator	Baseline	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
Strengthen sustainable capacity of NISR and NSS to meet immediate and future data needs	WB Statistical Capacity Indicator	73 (2013)		80 in 2015/2016			85 in 2018/2019	85 in 2018/2019	World Bank Bulletin Board
	SDDS status	Not subscribed	Areas of improvement identified (2014)		Independent assessment of readiness for SDDS (2016/2017)		SDDS subscription (2018/2019)	SDDS subscription (2018/2019)	NISR report
									Independent assessment report
									IMF Website

OUTPUTS	Indicator	Baseline 2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
Strategic objective/Output 1: Strengthen civil registration system, administrative records, surveys and other sources of data									
Strengthened vital statistics	Production and publication of vital statistics	Reports of vital statistics not produced so far		Reports of vital statistics (births) produced (2015/2016)	70% of vital statistics (births and deaths) produced (2016/2017)		90% of vital statistics births and deaths produced and published (2018/2019)	90% of vital statistics births and deaths produced and published (2018/2019)	Reports of Vital statistics and cause of death

OUTPUTS	Indicator	Baseline 2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
Strengthened administrative records and statistics	Production and publication of administrative statistics	Weak administrative statistics for key sectors: Education and Health	Harmonize forms which are used in data collection of education and health statistics (2014/2015)	Produce Education and health statistics based on the new forms (2015/2016)			JRLO, Infrastructure, Environment and natural resources, Education, and Health statistics and registered businesses are regularly published (2018/2019)	JRLO, Infrastructure, Environment and natural resources, Education, and Health statistics and registered businesses are regularly published (2018/2019)	NISR and Ministries
Strengthened surveys, censuses and other sources of data	Increase in the frequency of EICV and DHS	Frequency of EICV and DHS was once in five years in NSDS1	EICV4 concluded in 2014/2015	DHS5 concluded in 2015/2016		EICV5 concluded in 2017/2018	DHS6 concluded in 2018/2019	EICV and DHS every three years during NSDS2	NISR survey reports
	Introduction of Establishments Census (EC), Integrated Business Enterprise Survey (IBES) and Labor Force Survey (LFS)	Specialized labor and business surveys have not been conducted in NSDS1	EC introduced and conducted every 3 years, IBES introduced in 2014/2015 and conducted every year	IBES conducted every year	LFS introduced in 2016/2017 and conducted every year IBES conducted every year	EC conducted every 3 years LFS and IBES conducted every year	LFS and IBES conducted every year	EC conducted every 3 years, IBES and LFS conducted every year	NISR survey reports
	Production and development of economic statistical outputs: i) Production and publication of regular Economic statistics (National accounts, CPI: Monthly, PPI: Quarterly, GDP: Quarterly & Annually, Trade Statistics: Quarterly)	Gaps in Economic statistics	i) Produce and release all regular economic statistics to forward publication timetable ii) Rebase national accounts in 2014	i) Produce and release all regular economic statistics to forward publication timetable	i) Produce and release all regular economic statistics to forward publication timetable ii) Rebase national accounts in 2017	i) Produce and release all regular economic statistics to forward publication timetable	Maintain rebasing NA, CPI, PPI at least once in 3 years	Maintain rebasing NA, CPI, PPI at least once in 3 years	NISR reports

OUTPUTS	Indicator	Baseline 2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
	ii) rebasing national accounts every three years								
IMPACT WEIGHING: 35%									
Strategic objective/Output 2: Improve quality and dissemination of statistics and public statistical literacy									
Improved quality of statistical data and dissemination	Establish a quality assurance framework for official statistics (all data produced by NISR and administrative data cleared by NISR)	There is no effective quality assurance framework	Metadata handbook updated, concepts and standards harmonized and National Quality Assurance Framework (NQAF) developed (2014/2015)		Surveys and administrative statistics to be used in EDPRS2 evaluation reports compiled in line with developed metadata handbook		National quality assurance framework implemented for both surveys and administrative statistics (2015/2016)	National quality assurance framework implemented for both surveys and administrative statistics (2015/2016)	NISR reports
	Conduct regular dissemination workshops and seminars	Ad hoc dissemination events for large survey outputs	Events for release of Statistical Yearbook, National Agriculture Survey and conduct 2014 info-graphic competition	Workshop on use of metadata handbook and NQAF conducted	Dissemination workshop of EICV4 and DHS5 results conducted and dissemination of Seasonal Agriculture Survey (SAS) results conducted annually			Dissemination workshops of Metadata handbook, NQAF, EICV4, DHS5, SAS conducted	Survey reports
IMPACT WEIGHING: 20%									
Strategic objective/Output 3: Improve statistical advocacy and integrate use and understanding of statistics in decision making									
NISR engages policy and decision makers in the statistical agenda	Implementation of advocacy strategy	Advocacy carried out e.g. ASD but no overall strategy	Advocacy strategy developed (2014/2015)	Advocacy materials produced and at least one national level activity according to advocacy				Advocacy materials produced and activities according to advocacy strategy introduced	NISR reports

OUTPUTS	Indicator	Baseline 2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
				strategy implemented annually				in 2015	
Strengthened engagements with data users	Number of participants in events and workshops/info-graphic competition	220 in 2013	250 participants in 2014/2015		280 participants in 2016/2017		350 participants in 2018	350 participants in 2018	ASD reports
	Statistics hits on website	10, 996 in 2013	Hits on websites increased by 15% (2014/2015)		Hits on websites increased by 20% (2016/2017)	Hits on websites increased by 25% (2017/2018)	Hits on websites increased by 35% (2018/19)	Hits on websites increased by 35% (2018/19)	Website reports
IMPACT WEIGHING: 20%									
Strategic objective/Output 4: Develop capacity within NSS									
Strengthened human resource development within NSS	Implementation of capacity building plan	Capacity building plan is developed in 2013	Capacity building plan implemented according to timetable				Capacity building plan implemented according to timetable	Capacity building plan implemented according to timetable	Annual Capacity building report
Effective implementation of NSDS2	Annual reviews and evaluations conducted and findings implemented	Mid-term review and 2013 annual review inform NSDS2 design	NSDS2 annual review completed by September every year		NSDS2 mid-term review conducted		NSDS2 annual and Mid-term reviews findings feed into NSDS3 design	NSDS2 annual and Mid-term reviews findings feed into NSDS3 design	Review reports
	Annual and quarterly plans and reports produced and approved	NSDS2	Annual plan produced by September every year, quarterly plan and reports produced every 3 months	Annual plan produced by September every year, quarterly plan and reports produced every 3 months	Annual plan produced by September every year, quarterly plan and reports produced every 3 months	Annual plan produced by September every year, quarterly plan and reports produced every 3 months	Annual and quarterly plans and reports produced	Annual and quarterly plans and reports produced	SC meeting reports
IMPACT WEIGHING: 10%									
Strategic objective/Output 5: Consolidate coordination within NSS									
Improved coordination of statistical	Use of standard	ISIC, ISCO and	COICOP and				All	All	NISR reports

OUTPUTS	Indicator	Baseline 2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Target (date)	Source
concepts and methods	classifications and manuals	ISCED published in 2011/2012	CPC customized and used as a condition for granting visa every year				customized classification manuals translated in Kinyarwanda and survey visas granted upon condition of their use	customized classification manuals translated in Kinyarwanda and survey visas granted upon condition of their use	
IMPACT WEIGHING: 10%									
Strategic objective/Output 6: Improve resource mobilization and build strategic partnerships									
Effective resource mobilization for activities in NSS	Commitments for implementation of NSDS2	No commitments (2013)	Commitments for 40% of priority 1 activities (June 2015)			80% by June 2017	90% by June 2019	90% by June 2019	NISR reports
Efficient resource management	NISR score by the Office of General Auditor	NISR is scored "unqualified opinion" by annual audit in 2013	NISR is scored "unqualified opinion" by annual audit				NISR is scored "unqualified opinion" by annual audit	NISR is scored "unqualified opinion" by annual audit	General auditor report
IMPACT WEIGHING: 5%									

Associated risks with the outputs and assumptions implied in the indicators

Description	Probability
1. Availability of funds on time	Low to medium
2. Willingness of GoR to support statistics	Low
3. Capacity of NISR and NSS to implement statistical activities	Low
4. MDAs collaboration, especially in strengthening administrative statistics, e.g. civil registration, education, health, etc	Low to medium

Annex III: List of indicators

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
Indicators Required for EDPRS 2				
1	Maize and beans existing as food reserve	Yes, Main crops grown in Rwanda and percentage sold to market. Once in 3 years	CFSVA, NISR; MINAGRI/MoH	CFSVA, NISR; MINAGRI/MoH
2	Yield of 6 priority crops (or better combined productivity measure)	Yes, Annual Crops production (in tons) by Province and District, Annually	NATIONAL AGRICULTURE SURVEY, NISR; MINAGRI	NATIONAL AGRICULTURE SURVEY, NISR, MINAGRI
3	Area under irrigation (Marshland & Hillside)	Yes, % of land irrigated, protected against soil erosion, and affected by land consolidation, once in 3 years	EICV, NISR, MINAGRI	EICV, NISR, MINAGRI
4	Value of Green investments (FDI)	Not available	Not yet produced	Administrative records/RDB/REMA/MINIRENA/MINICOM
5	Population living in urban areas of proposed secondary cities	Yes, Population living in urban areas of proposed secondary cities	Population and Housing Census, 2012	Inter-censuses survey, NISR
6	Rural households within 500m of an improved water source	Yes, Percentage of households accessing improved water source in 500m in rural area by head of household. Once in 3 Years	EICV, NISR & MININFRA	EICV, NISR & MININFRA
7	Rural households with access to improved sanitation facilities	Yes, Percentage of HH accessing improved sanitation by head of Household. Once in 3 Years	EICV, NISR & MININFRA	EICV, NISR & MININFRA
8	Urban households within 200m of an improved water source	Yes, Percentage of households accessing improved water source in 200m in urban area by head of household. Once in 3 Years	EICV, NISR & MININFRA	EICV, NISR & MININFRA
9	Urban households with access to improved sanitation facilities	Yes, Percentage of HH accessing improved sanitation by head of Household. Once in 3 Years	EICV, NISR, MoH, MININFRA	EICV, NISR, MoH, MININFRA
10	Rural households living in planned (integrated &economically viable) settlements	Yes, Proportion of HH in Modern planned area by head of HH. Once in 3 Years	EICV, NISR&MINALOC	EICV, NISR&MINALOC
11	FDI/ GDP	Yes. FDI Inflows/GDP. Annually	FPC Census, BNR,& NISR	FPC Census, BNR,& NISR

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
12	GDP per capita	Yes. GDP per capita. Annually	National Accounts, NISR	National Accounts, NISR
13	Tax revenue/ GDP	Not available	Not yet produced	Administrative records ,RRA
14	Exports to GDP (Value of exports goods and services)	Not available	Not yet produced	Administrative records ,BNR
15	Non-traditional exports/Total marchandise exports	Not available	Not yet produced	Administrative records ,BNR
16	Private investment/GDP	Not available	Not yet produced	Administrative records ,BNR,RDB, NISR
17	Credit to the private sector/ GDP	Not available	Not yet produced	Administrative records ,BNR
18	Percentage of TVET Graduates employed after Six months of Graduation	Not available	Not yet produced	MIFOTRA; MINEDUC/WDA
19	Employers satisfied with TVET graduates	Not available	Not yet produced	MIFOTRA; MINEDUC/WDA
20	University Graduates employed one year after	Not available	Not yet produced	MINEDUC/WDA
21	Pupil: qualified teacher (Primary)	Yes. Pupils: Teacher Ratio	Education Statistical Year Book, MINEDUC	Education Statistical Year Book, MINEDUC
22	Pupil: qualified teacher (Secondary)	Yes. Pupils: Teacher Ratio	Education Statistical Year Book, MINEDUC	Education Statistical Year Book, MINEDUC
23	Transition from lower secondary to upper secondary (girls/boys)	Yes. Transition Rate. Annually	Education Statistical Year Book, MINEDUC	Education Statistical Year Book, MINEDUC
24	Transition from primary to lower secondary (girls/boys)	Yes. Transition Rate. Annually	Education Statistical Year Book, MINEDUC	Education Statistical Year Book, MINEDUC
25	Urban District feeder roads in good condition	Yes. % of Classified District Road network in good condition. Annual Report	Administrative records , MININFRA, RTDA	Administrative records , MININFRA, RTDA
26	Electricity generated (MW)	Yes. MW of electricity installed. Annual Report	Administrative records, MININFRA, EWSA	Administrative records, MININFRA, EWSA
27	Urban households with access to electricity	Yes. Percentage of population with access to electricity. Once in 3 Years	EICV, NISR	EICV, NISR
28	Rural households with access to electricity	Yes. Percentage of population with access to electricity. Once in 3 Years	EICV, NISR	EICV, NISR
29	District earth road Class 2 (Feeder road) upgraded to gravel road	Not available	Not yet produced	Administrative records, RTDA, MINAGRI
30	Jobs created annually	Not available	Not yet produced	NISR, MIFOTRA
31	Job seekers matched to job opportunities	Not available	Not yet produced	MINICOM, MIFOTRA

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
32	Off-farm working population 16 to 35 years under-employed (working <35 hours/week)	Yes. Time-related underemployment: Normal 35 hours /week, Severe 15 hours/week. Once in 3 Years	EICV, NISR; MINICOM (PRIVATE SECTOR)	EICV, NISR; MINICOM (PRIVATE SECTOR)
33	Off-farm working population 16 to 35 years extremely under-employed (working <16)	Not available	Not yet produced	NISR; MINICOM (PRIVATE SECTOR), MIFOTRA
34	SMEs still in business two years after start-up (SME Survival)	Not available	Not yet produced	Administrative records,MINICOM, RDB
35	New SMEs registered annually	Not available	Not yet produced	Administrative records ,MINICOM, RDB
36	Value of credit to SMEs by banks and MFIs/SACCOs	Not available	Not yet produced	Administrative records ,BNR
37	Off-farm jobs created	Not available	Not yet produced	MIFOTRA, NISR
38	Job seekers matched to job opportunities	Not available	Not yet produced	MIFOTRA, NISR
39	Population below the poverty line	Yes. Population living under poverty line. Once in 3years	EICV, NISR	EICV, NISR
40	Population below the poverty line living in extreme poverty	Yes. Level of community poverty. Once in 3years	EICV, NISR	EICV, NISR
41	Category 1 or 2 beneficiary households who move to Category 3 to 6	Yes. Percentage of households receiving assistance, by reported ubudehe categories and household food consumption groups. Once in 3 years	CFSVA, NISR&MINALOC	CFSVA, NISR&MINALOC
42	Adult population with bank accounts	Yes. Percent of people saving using banks. Not Regular	FINSCOPE, NISR&BNR	FINSCOPE, NISR&BNR
43	Skill requirement levels available within priority sectors to deliver EDPRS2	Not available	Not yet produced	MINECOFIN/NCBS
44	Adult population accessing financial services	Yes. Percent of people aged 18+ who are in banks (banked). Not Regular	FINSCOPE, NISR&BNR	FINSCOPE, NISR&BNR
45	Districts achieving a minimum of 80 % of their service delivery and sustainable local development targets	Yes. Quality of Service delivery. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card, RGB
46	Payment transactions done electronically	Not available	Not yet produced	Administrative records, BNR
47	Media development barometer	Yes. Safety and Security. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
48	Adult population with confidence in the Rule of law	Yes. Rule of Law. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card
49	Adult population with confidence in the in safety and security	Yes. Safety and Security. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card
50	Adult population with confidence in the control of corruption transparency and accountability	Yes. Control of corruption. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card
51	Adult population with confidence in the Respect for Human Rights (Political Rights and Civil Liberties)	Yes. Political rights and civil liberties. Annual	Rwanda Governance Score Card, RGB	Rwanda Governance Score Card
52	Infant Mortality Rate	Yes, Infant Mortality Rate (IMR). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
53	Births taking place in health facilities (HC+DH)	Yes. Births attended by skilled health personnel. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
54	Maternal Mortality Rate	Yes. Mortality rates (Annual Death Rate and Crude Death Rate, Infant mortality rate, Maternal mortality ratio ...). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
55	Mortality rate for 0-5- year age-group	Yes. Child Mortality Rate (CMR). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
56	Contraceptive utilization of modern methods by women in unions aged between 15-49 yrs	Yes. % of women between 15-49 years old using contraceptive methods. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
57	Sero-positivity for HIV among Pregnant Women attending Ante-natal Clinics	Yes. HIV-infected pregnant women aged 15-49 years. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
Indicators Required for MDGs				
Goal 1: Eradicate extreme poverty and hunger				
58	Proportion of population below $1 (PPP) per day	Yes. Proportion of employed people living below $1 (PPP) per day. Once in 3 years	EICV, NISR	EICV, NISR
59	Poverty gap ratio	Yes. Level of community poverty. Once in 3years	EICV, NISR	EICV, NISR
58	Proportion of population below $1 (PPP) per day	Yes. Proportion of employed people living below $1 (PPP) per day. Once in 3 years	EICV, NISR	EICV, NISR
60	Share of poorest quintile in national	Yes. Share of households reporting shocks in	CFSVA, NISR	CFSVA, NISR

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
	consumption	the 12 months preceding the interview, by reported food access problems and wealth quintiles. Once in 3 years		
61	Growth rate of GDP per person employed	Yes. Global macro-economic developments (real GDP growth percent). Annual	FPC Census, NISR	FPC Census, NISR
62	Employment-to-population ratio	Yes. Employment-to-population ratio. Once in 3 years	EICV, NISR	EICV, NISR
63	Proportion of employed people living below $1 (PPP) per day	Yes. Proportion of employed people living below $1 (PPP) per day. Once in 3 years	EICV, NISR	EICV, NISR
64	Proportion of own-account and contributing family workers in total employment	Yes. Proportion of own-account and contributing family workers in total employment. Once in 3 years	EICV, NISR	EICV, NISR
65	Prevalence of underweight children under-five years of age	Yes. Prevalence of underweight children (under 5 years- below 2 SD). Once in 3 years	CFSVA, NISR	EICV, NISR
66	Proportion of population below minimum level of dietary energy consumption	Yes. Unacceptable food consumption by number of household livelihood activities. Once in 3 years	CFSVA, NISR	EICV, NISR
	Goal 2: Achieve universal primary education			
67	Net enrolment ratio in primary education	Yes. Net enrolment rate Primary. Once in 3 Years	EICV, NISR	EICV, NISR
68	Proportion of pupils starting grade 1 who reach last grade of primary	Yes. Net attendance ratio in Primary. Once in 3 Years	EICV, NISR	EICV, NISR
69	Literacy rate of 15-24 year-olds, women and men	Yes. Literacy rate among population aged 15–24. Once in 3 years	EICV, NISR	EICV, NISR
	Goal 3: Promote Gender Equality And Empower Women			
70	Ratios of girls to boys in primary, secondary and tertiary education	Yes. Gender parity index for primary net attendance and Gender parity index for secondary net attendance. Once in 3 Years	DHS, NISR	DHS, NISR, MoH
71	Share of women in wage employment in the non-agricultural sector	Yes. Share of women in wage employment in the non-agricultural sector. Once in 3 years	EICV, NISR	EICV, NISR
72	Proportion of seats held by women in national parliament	Yes. Women Participation in leadership. Annual	Governance Scorecard, RGB	Governance Scorecard, RGB
	Goal 4: Reduce child mortality			

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
73	Under-five mortality rate	Yes. Child Mortality Rate (CMR). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
74	Infant mortality rate	Yes, Infant Mortality Rate (IMR). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
75	Proportion of 1 year-old children immunized against measles	Yes. Immunization - Measles coverage for children age 12-23 months. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
	Goal 5: Improve maternal health			
76	Maternal mortality ratio	Yes. Mortality rates (Annual Death Rate and Crude Death Rate, Infant mortality rate, Maternal mortality ratio ...). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
77	Proportion of births attended by skilled health personnel	Yes. Births attended by skilled health personnel. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
78	Contraceptive prevalence rate	Yes. Modern contraceptive prevalence rate for currently married women. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
79	Adolescent birth rate	Yes. Adolescent fertility Rate (AFR). Once in 3 years	DHS, NISR, MoH	DHS, NISR, MoH
80	Antenatal care coverage (at least one visit and at least four visits)	Yes. Percentage of women with antenatal care coverage with at least 4 visits. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
81	Unmet need for family planning	Yes. Neonatal Mortality Rate (NMR). Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
	Goal 6: Combat HIV/AIDS, malaria and other diseases			
82	HIV prevalence among population aged 15-24 years	Yes. HIV prevalence among population aged 15-49 years old. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
83	Condom use at last high-risk sex	Yes. Condom use at last high-risk sex among youth 15-24 years. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
84	Proportion of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS	Yes. Percentage of population 15-24 year-olds who have comprehensive correct knowledge of AIDS. Once in 3 years	DHS, NISR, MoH	DHS, NISR, MoH
85	Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years	Yes. Primary school orphan pupils enrolled by grade in 2012. Annually	Education Statistical Year Book, MINEDUC	Education Statistical Year Book, MINEDUC
86	Proportion of population with advanced HIV infection with access to antiretroviral	Yes. Adults on ARVs, Children on ARVs. Annual	HMIS, MoH	HMIS, MoH

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
	drugs			
87	Incidence and death rates associated with malaria	Yes. Malaria case fatality rate at health facility for under 5. Once in 3 years	DHS, NISR, MoH	DHS, NISR, MoH
88	Proportion of children under 5 sleeping under insecticide-treated bed nets	Yes. Children under age five sleeping under insecticide-treated net. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
89	Proportion of children under 5 with fever who are treated with appropriate anti-malarial drugs	Yes. Percentage of under 5 years with fever who tested for malaria. Once in 3 Years	DHS, NISR, MoH	DHS, NISR, MoH
90	Incidence, prevalence and death rates associated with tuberculosis	Yes. Number of TB cases. Annual	HMIS, MoH	DHS, NISR, MoH
91	Proportion of tuberculosis cases detected and cured under directly observed treatment short course	Yes. Number of TB cases. Annual	HMIS, MoH	DHS, NISR, MoH
	Goal 7: Ensure environmental sustainability			
92	Proportion of land area covered by forest	Yes. National forest coverage. Annual	Report, RNRA	Report, RNRA
93	CO_2 emissions, total, per capita and per $1 GDP (PPP)	Yes. CO_2 emissions per capita. Annual	Report, REMA&MININFRA	Report, REMA&MININFRA
94	Consumption of ozone-depleting substances	Not available	Not yet produced	MINIRENA/REMA
95	Proportion of fish stocks within safe biological limits	Not available	Not yet produced	MINIRENA/REMA
96	Proportion of total water resources used	Not available	Not yet produced	MINIRENA/REMA
97	Proportion of terrestrial and marine areas protected	Not available	Not yet produced	MINIRENA/REMA
98	Proportion of species threatened with extinction	Yes. Proportion of species threatened with extinction. Once in 3 Years	Reports, MINIRENA/REMA	Reports, MINIRENA/REMA, RDB
99	Proportion of population using an improved drinking water source	Yes. % of the population with improved drinking water source. Once in 3 Years	EICV, NISR	EICV, NISR
100	Proportion of population using an improved sanitation facility	Yes, Percentage of HH accessing improved sanitation by head of Household. Once in 3 Years	EICV, NISR	EICV, NISR
101	Proportion of urban population living in slums	Yes. Proportion of HH in Unplanned urban housing by head of HH. Once in 3 Years	EICV, NISR	EICV, NISR
	Goal 8: Develop a global partnership for development			

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
102	Net ODA, total and to the least developed countries, as percentage of OECD/DAC donors' gross national income	Not available	Not yet produced	Administrative Records, MINECOFIN
103	Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation)	Not available	Not yet produced	Administrative Records, MINECOFIN
104	Proportion of bilateral official development assistance of OECD/DAC donors that is untied	Not available	Not yet produced	Administrative Records, MINECOFIN
105	ODA received in landlocked developing countries as a proportion of their gross national incomes	Not available	Not yet produced	Administrative Records, MINECOFIN
106	ODA received in small island developing States as a proportion of their gross national incomes	Not available	Not yet produced	Administrative Records, MINECOFIN
107	Proportion of total developed country imports (by value and excluding arms) from developing countries and least developed countries, admitted free of duty	Not available	Not yet produced	Administrative Records, MINECOFIN
108	Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries	Not available	Not yet produced	Administrative Records, MINECOFIN
109	Agricultural support estimate for OECD countries as a percentage of their gross domestic product	Not available	Not yet produced	Administrative Records, MINECOFIN
110	Proportion of ODA provided to help build trade capacity	Not available	Not yet produced	Administrative Records, MINECOFIN
111	Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points (cumulative)	Not available	Not yet produced	Administrative Records, MINECOFIN

No	Indicators	Statistics produced by the National Statistical System of Rwanda, name of the indicator and frequency (from the producer side)	Indicator produced through (either survey, census, admin records or compilations) and by (primary responsibility and others)	Production of the indicator in 2014/2015-2018/2019
112	Debt relief committed under HIPC and MDRI Initiatives	Not available	Not yet produced	Administrative Records, MINECOFIN
113	Debt service as a percentage of exports of goods and services	Not available	Not yet produced	Administrative Records, MINECOFIN
114	Proportion of population with access to affordable essential drugs on a sustainable basis	Not available	Not yet produced	Administrative Records, MINECOFIN
115	Fixed telephone lines per 100 inhabitants	Yes. Tele density (fixed lines) %. Monthly	Reports, RURA	Reports, RURA
116	Mobile cellular suscriptions per 100 inhabitants	Yes. Number of Mobile subscribers per operator. Monthly	Reports, RURA	Reports, RURA
117	Internet users per 100 inhabitants	Yes. Number of Internet subscribers per operator. Monthly	Reports, RURA	Reports, RURA

Annex IV: Organic Law № 45/2013 of 16/06/2013

ITEGEKO N° 45/2013 RYO KUWA 16/06/2013 RIGENA IMITUNGANYIRIZE Y'IMIRIMO Y'IBARURISHAMIBARE MU RWANDA

ISHAKIRO

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Twebwe, KAGAME Paul,

Perezida wa Repubulika;

INTEKO ISHINGA AMATEGEKO YEMEJE, NONE NATWE DUHAMIJE, DUTANGAJE ITEGEKO RITEYE RITYA KANDI DUTEGETSE KO RYANDIKWA MU IGAZETI YA LETA YA REPUBULIKA Y'U RWANDA

INTEKO ISHINGA AMATEGEKO:

Umutwe w'Abadepite, mu nama yawo yo kuwa 24 Gicurasi 2013;

Ishingiye ku Itegeko Nshinga rya Repubulika y'u Rwanda ryo ku wa 04 Kamena 2003 nk'uko ryavuguruwe kugeza ubu, cyane cyane mu ngingo zaryo, iya 62, iya 66, iya 67, iya 90, iya 92, iya 93, iya 94, iya 108, iya 201 n'iya 202;

YEMEJE:

UMUTWE WA MBERE: INGINGO RUSANGE

Ingingo ya mbere: Icyo iri tegeko rigamije

Iri tegeko rigena imitunganyirize y'imirimo y'ibarurishamibare mu Rwanda.

Ingingo ya 2: Ibisobanuro by'amagambo

Muri iri tegeko, amagambo akurikira asobanuye kuri ubu buryo:

1° Amakuru y'ibarurishamibare: ibyavuye mu mabarura byose, mu ibarura rusange cyangwa se mu bundi bushakashatsi bikubiye mu mibare, yaba yarasesenguwe cyangwa itarasesengurwa ;

2° Ibarura: igikorwa cy'uburyo bwa tekiniki gikoreshwa kugira ngo haboneke imibare y'ibipimo ku kintu bashaka kwigaho. Ikusanya ry'iyo mibare mu rwego rw'ibarura rishingira ku gace kaba katoranyijwe hakurikijwe uburyo bwihariye bwa gihanga.

We, KAGAME Paul,

President of the Republic;

THE PARLIAMENT HAS ADOPTED AND WE SANCTION, PROMULGATE THE FOLLOWING LAW AND ORDER IT BE PUBLISHED IN THE OFFICIAL GAZETTE OF THE REPUBLIC OF RWANDA

THE PARLIAMENT:

The Chamber of Deputies, in its session of 24 May 2013;

Pursuant to the Constitution of the Republic of Rwanda of 04 June 2003 as amended to date, especially in Articles 62, 66, 67, 90, 92, 93, 94, 108, 201 and 202;

ADOPTS:

CHAPTER ONE: GENERAL PROVISIONS

Article one: Purpose of this Law

This Law determines the organization of statistical activities in Rwanda.

Article 2: Definition of terms

For the purpose of this Law, the following terms are defined as follows:

1° Statistical data: data in figures that have come out of surveys, censuses or other forms of research, that are either analyzed or not;

2° Survey: a technical operation that is used in order to obtain data on topics of particular interest. The collection of the data in the framework of a survey bases itself on a drawn sample in accordance with particular and scientific procedures. The

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Nous, KAGAME Paul,

Président de la République ;

LE PARLEMENT A ADOPTE ET NOUS SANCTIONNONS, PROMULGUONS LA LOI DONT LA TENEUR SUIT ET ORDONNONS QU'ELLE SOIT PUBLIEE AU JOURNAL OFFICIEL DE LA REPUBLIQUE DU RWANDA

LE PARLEMENT:

La Chambre des Députés, en sa séance du 24 mai 2013;

Vu la Constitution de la République du Rwanda du 04 juin 2003 telle que révisée à ce jour, spécialement en ses articles 62, 66, 67, 90, 92, 93, 94, 108, 201 et 202 ;

ADOPTE :

CHAPITRE PREMIER: DISPOSITIONS GENERALES

Article premier : Objet de la présente loi

La présente loi détermine l'organisation des activités statistiques au Rwanda.

Article 2 : Définitions des termes

Aux fins de la présente loi, les termes repris ci-dessous sont définis de la manière suivante :

1° Données statistiques : données chiffrées issues d'enquêtes, de recensements ou d'autres formes de recherche, qu'elles soient analysées ou à l'état brut ;

2° Enquête : opération technique qui consiste à obtenir des données sur des sujets d'intérêt particulier. La collecte de ces données dans le cadre d'une enquête se base sur un échantillon tiré en respectant des méthodes

Uburyo bwo gutoranya ako gace bugomba gutuma imibare ikavuyemo ishobora kwitirirwa Igihugu cyose, Umujyi wa Kigali cyangwa Intara yose katoranyijwemo ;

3° Ibarura rusange: uburyo bwo gukusanya imibare y'imiterere y'abantu b'Igihugu cyose, Umujyi wa Kigali cyangwa Intara yose, habarurwa umuntu ku wundi ;

4° Ibarurishamibare: ubuhanga bukoresha imibare mu kumenya gutara amakuru y'ibarurishamibare, kuyatunganya, kuyasesengura, kuyatangaza, kuyabika neza, gufata imyanzuro no gushobora gufata ibyemezo ;

5° **Ibipimo by'ibimenyetso:** ibipimo bigizwe n'imibare yasesenguwe, bigakoreshwa mu kugaragaza imiterere y'ikintu runaka cyangwa imihindagurikire yacyo ;

6° Imibare y'ibarurishamibare: ishusho nyakuri y'ikintu runaka yashyizwe mu mibare ;

7° Viza : uruhushya rwanditse rutangwa n'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda ku busabe bw'ukora ibarura, cyemeza ko ibarura ryubahirije ibisabwa, haba ku rwego rw'imitegurire yaryo cyangwa se urwo gutangaza ibyarivuyemo.

Ingingo ya 3: Ibirebwa n'iri tegeko
Mu mirimo y'ingenzi irebwa n'iri tegeko harimo cyane cyane imibare:
1° yerekeye abaturage n'imibereho yabo;

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drawing of this sample must permit the generalization of data collected on the whole Country, City of Kigali or the Province from where it has been drawn;

3° **Census:** an operation of data collection on features of the population of the whole Country, City of Kigali or the whole Province while proceeding to the exhaustive counting of all people, one by one;

4° **Statistics:** scientific methods aiming at collecting numeric data, processing, analyzing, publishing, safe storage, drawing conclusions and decision making;

5° **Indicators:** a set of measurements made of analyzed numeric data, permitting to appreciate the state of a phenomenon or of its evolution;

6° **Statistical information:** the aspect of any reality expressed in numbers;

7° **Visa:** written authorization delivered, upon request, by the National Institute of Statistics of Rwanda to any person undertaking a statistical survey, attesting that the survey respects the requirements, either at the level of its organization or at the level of publication of data that have come out of it.

Article 3 : Scope of application
The key domains covered by this Law include among others:

1° demographic and social data of the population

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et des procédures scientifiques bien définies. Le tirage de cet échantillon doit permettre la généralisation des données ainsi collectées sur tout le Pays, sur la Ville de Kigali ou sur la Province d'où il a été tiré ;

3° **Recensement :** opération de collecte des données sur les caractéristiques de la population de tout le Pays, de la Ville de Kigali ou de toute une province en procédant au dénombrement exhaustif de toutes les personnes, une à une ;

4° **Statistique :** méthodes scientifiques visant à collecter des données numériques, à les traiter, à les analyser, à les publier, à les archiver, à en tirer des conclusions et à prendre des décisions ;

5° **Indicateurs :** mesures constituées de données numériques analysées, permettant d'apprécier l'état ou l'évolution d'un phénomène ;

6° **Information statistique :** aspect d'une réalité quelconque exprimée en chiffres ;

7° **Visa :** autorisation écrite délivrée, sur demande, par l'Institut National de la Statistique du Rwanda à toute personne désireuse d'entreprendre une enquête statistique, et attestant que cette enquête respecte les normes fixées, que ce soit au niveau de son organisation ou de la publication des données qui en sont issues.

Article 3 : Champ d'application
Les domaines clés couverts par la présente loi portent notamment sur:

1° les données démographiques et socials des populations

2° yerekeye umuco;

2° cultural data;

2° les données culturelles ;

3° yerekeye imiterere y'ubukungu, imari n'ubucuruzi;

3° economic, financial and commercial data;

3° les données économiques, financières et commerciales ;

4° yerekeye ubuhinzi, ubworozi

4° data concerning agriculture, livestock and environment;

4° les données agro-pastorales et d'environnement ;

n'ibidukikije;
5° yerekeranye n'ubutabera.

5° judicial data.

5° les données judiciaires.

UMUTWE WA II : AMAHAME REMEZO MU IBARURISHAMIBARE

CHAPTER II: STATISTICAL FUNDAMENTAL PRINCIPLES

CHAPITRE II: PRINCIPES STATISTIQUES FONDAMENTAUX

Ingingo ya 4: Akamaro k'ibiva mu ibarurishamibare
Imibare n'ibipimo biva mu ibarurishamibare ni byo bigomba gushingirwaho mu igenamigambi no mu isuzumabikorwa by'ingamba z'amajyambere mu nzego zose z'ubuzima bw'Igihugu. Amakuru y'ibarurishamibare afasha kandi guteza imbere ubushakashatsi bushingiye ku kuri kugaragazwa n'imibare n'ibipimo bifatika.

Article 4: Statistical data interest
Data and indicators established from statistics must be used as a basis for general planning and evaluation of the development strategies in all sectors of the national life. Statistical data also provide a basis for the development of research based on objective data and indicators.

Article 4 : Intérêt des données statistiques
Les données et les indicateurs issus des statistiques doivent servir de base à la planification générale et à l'évaluation des stratégies de développement dans tous les secteurs de la vie nationale. Les données statistiques permettent en outre de développer une recherche qui s'appuie sur des données et des indicateurs objectifs.

Ingingo ya 5: Agaciro k'ibiva mu ibarurishamibare
Agaciro k'imibare y'ibarurishamibare kagomba kugaragazwa n'ibi bikurikira :
1° kuba rikenewe koko;
2° kuba rishobora kugereranywa n'andi yakozwe;
3° kuba rishingiye ku bintu bifatika;
4° kuba rishobora kwizerwa;
5° kuba rikorewe ku gihe;
6° kuba rikorewe igihe ryagenewe;
7° kuba rishobora gukorwa vuba;
8° kuba imibare irivuyemo ishobora kugerwaho n'abayikeneye;
9° kuba rigaragaza ibyangombwa byose bituma abakoresha imibare yarivuyemo bashobora kwizera agaciro kayo.

Article 5: Quality of statistical data
The quality of statistical information is characterized by:

1° relevance;
2° comparability;

3° accuracy;
4° reliability;
5° punctuality;
6° frequency;
7° promptness;
8° accessibility;
9° indication of all the necessary requirements that enable the users of the data to trust its value.

Article 5: Qualité des données statistiques
Les exigences de qualité des informations statistiques portent sur:
1° la pertinence ;
2° la comparabilité ;

3° la précision ;
4° la fiabilité ;
5° la ponctualité ;
6° la périodicité ;
7° la célérité ;
8° l'accessibilité ;
9° la mise à la disposition de l'utilisateur
de tous les renseignements lui permettant de se fier en la qualité des données.

Ingingo ya 6: Ibiranga ibiva mu ibarurishamibare

Imibare yo mu ibarurishamibare igomba kugaragazwa no kutabogama no gukoranwa ubuhanga bw'urwego rwayikoze.

Ingingo ya 7: Itangazwa ry'ibyavuye mu ibarurishamibare

Ibyavuye mu ibarurishamibare bigomba gutangazwa no gushyikirizwa ababikeneye bose ku buryo bworoshye. Bigomba kuba bitavuguruzanya cyangwa ngo bibogame.

UMUTWE WA III:UBUHUZABIKORWA N'IMITERERE Y'URUSOBE RW'IBARURISHAMIBARE RW'IGIHUGU

Ingingo ya 8: **Ubuhuzabikorwa bw'urusobe rw'ibarurishamibare rw'Igihugu**

Ubuhuzabikorwa bw'urusobe rw'ibarurishamibare bushinzwe Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda.

Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda ni cyo cyonyine gifite ububasha bwo guha ku mugaragaro imibare n'ibipimo byemewe ababikoresha bose, ari ibyatangajwe na cyo cyangwa se ibifite viza no kwemeza uburyo buboneye bwo gutegura, gutara, gutunganya, gusesengura, kubika, gutangaza no gusakaza imibare y'ibarurishamibare hagamijwe ibarurishamibare gusa, no kwemeza igihe ntarengwa n'uburyo itangazwa ry'ibarurishamibare bikorwamo.

Imibare n'ibipimo bitaratangazwa ku mugaragaro ntibishobora guhabwa uwo ari we wese bidafite viza y'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda.

Icyakora, icyo Kigo gishobora guha bumwe muri ubwo bubasha zimwe mu nzego z'urusobe rw'ibarurishamibare rw'Igihugu.

Article 6: Characteristics of statistical data

Statistical data must be characterized by the objectivity and professionalism of the institution that produced it.

Article 7: Publication of statistical data

Statistical data should be published and made available to all users in the simplest manner. They must not be in contradiction with each other or partial.

CHAPTER III : COORDINATION AND STRUCTURE OF THE NATIONAL STATISTICAL SYSTEM

Article 8: Coordination of national statistical system

The National Institute of Statistics of Rwanda shall be responsible for the coordination of the national statistical system.

The National Institute of Statistics of Rwanda shall be the only competent institution empowered to officially provide all users with statistical data and information, whether those it published or those which have its visa, to approve the appropriate methods for the conception, collection, processing, analysis, storage, publication and dissemination of statistical information for only statistical purposes and to confirm the timing and the format of publication of such statistics.

Data and information that are not yet officially published shall not be given to anybody without the visa of the National Institute of Statistics of Rwanda.

However, the Institute may delegate part of its prerogatives on this matter to some services belonging to the national

Article 6 : Caractéristiques des données statistiques

Les données statistiques doivent refléter l'objectivité et le professionnalisme de l'organe qui les a produites.

Article 7 : Publication des données statistiques

Les données statistiques doivent être publiées et rendues facilement accessibles à tous les intéressés. Elles ne doivent souffrir ni de contradiction ni d'incohérence.

CHAPITRE III : COORDINATION ET STRUCTURE DU SYSTEME STATISTIQUE NATIONAL

Article 8: Coordination du système statistique national

L'Institut National de la Statistique du Rwanda est responsable de la coordination du système statistique national.

L'Institut National de la Statistique du Rwanda est l'unique institution habilitée à fournir officiellement à tous les utilisateurs les données et informations statistiques, qu'elles soient l'objet de ses propres publications ou des publications ayant reçu son visa et décider sur les méthodes appropriées pour la préparation, la collecte, le traitement, l'analyse, l'archivage, la publication et la diffusion des informations statistiques à des fins uniquement statistiques ainsi que sur les délais et les formes de publication de ces statistiques.

Les données et informations qui ne sont pas encore publiées officiellement, ne peuvent être fournies à qui que ce soit sans le visa préalable de l'Institut National de la Statistique du Rwanda.

Toutefois, l'Institut peut déléguer une partie de ces

statistical system.

prérogatives à certains services du système statistique national.

Ingingo ya 9: Ibyiciro by'urusobe rw'ibarurishamibare rw'igihugu

Urusobe rw'ibarurishamibare rw'Igihugu rugizwe n'ibyiciro bitanu (5) bikurikira :

1° Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda;

2° inzego zinyuranye z'ubutegetsi bwa Leta zikomokamo imibare y'ibarurishamibare. Iryo barurishamibare ni ryo ryitwa ibarurishamibare rya Leta;

3° inzego zikoresha imibare y'ibarurishamibare;

4° inzego zitanga imibare y'ibarurishamibare zirimo ibigo bya Leta n'iby'abikorera, imiryango itari iya Leta, ingo n'abaturage;

5° ibigo by'ubushakashatsi n'amahugurwa, birimo n'amashuri makuru.

Article 9: Components of national statistical system

The national statistical system is made up of five (5) main components:

1° the National Institute of Statistics of Rwanda;

2° various State institutions that provide statistical information. Such statistical data constitute the official statistics;

3° organs which use statistical information;

4° organs that provide statistical information, including public and private institutions, non-governmental organizations, households and the population;

5° institutions of research and training including institutions of higher learning.

Article 9: Eléments du système statistique national

Le système statistique national comprend cinq (5) éléments suivants :

1° l'Institut National de la Statistique du Rwanda ;

2° différents organes de l'Etat, d'où proviennent les informations statistiques. L'ensemble des données provenant de ces organes constituent les statistiques officielles ;

3° les organes qui utilisent les informations statistiques ;

4° les fournisseurs d'informations statistiques, comprenant les établissements publics et privés, les organisations non gouvernementales, les ménages et la population ;

5° les institutions de recherche et de formation, y compris les institutions d'enseignement supérieur.

Ingingo ya 10: **Uburyo imirimo y'ibarurishamibare ishobora gukorwa n'izindi nzego**

Inzego z'ibarurishamibare z'ubutegetsi bwa Leta n'iz'ibigo byayo zishobora, buri rwego mu birureba gukora imirimo y'ibarurishamibare,

kuyitunganya no kuyisesengura hakurikijwe ibyo zikeneye, uretse amabarura areba igihugu cyose, Umujyi wa Kigali cyangwa intara yose. Ibyo bigomba gukorwa hakurikijwe amategeko n'imbonezanzira izo nzego zemeranyijweho n'Ikigo

Article 10: Modalities of conducting statistical activities by other institutions

The statistical services of the public administration and those of public institutions may, in their individual capacities, conduct statistical activities,

process, and analyze them in accordance with their needs, with exception of surveys at the level of the whole country, City of Kigali or the whole province. This shall be done in conformity with the norms and methodologies agreed upon

Article 10: Modalités de conduite des activités statistiques par d'autres institutions

Les services statistiques de l'administration publique et des établissements publics peuvent, chacun en ce qui le concerne, procéder à des

activités statistiques, les traiter et les analyser pour leurs besoins propres, mis à part les enquêtes d'envergure nationale, de la Ville de Kigali ou couvrant toute une province. Ces activités sont faites suivant les normes et

cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda.

Izi nzego zifite inshingano yo guha Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda amakuru yose y'ibarurishamibare zifite.

Mbere y'uko raporo z'umwaka w'ibarurishamibare z'izo nzego zitangazwa, zigomba kuba zifite viza w'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda.

Ingingo ya 11: **Kwemererwa gukora imirimo y'ibarurishamibare**

Umuntu wese ushaka gukora amabarura y'ibarurishamibare areba Igihugu cyose cyangwa areba nibura Intara yose cyangwa Umujyi wa Kigali arenze imirimo asanzwe yemerewe gukora, agomba kubanza kwemererwa n'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda, haba ku byerekeye kuba ari ngombwa ko haba bene ayo mabarura no ku mbonezanzira ziteganyijwe gukoreshwa. Urutonde rw'ibibazwa ruzakoreshwa muri ayo mabarura rugomba kugaragaza viza y'icyo Kigo.

UMUTWE WA IV: GAHUNDA Y'IBARURISHAMIBARE Y'IGIHUGU

Ingingo ya 12: Ibarura Rusange ry'Igihugu

Ibarura rusange ry'Igihugu rikorwa nibura rimwe mu myaka icumi (10).

Ibyiciro byose bigize urusobe rw'ibarurishamibare rw'Igihugu bigomba gufasha Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda mu bikorwa by'ibarurishamibare mu buryo bwose bugenwa n'amategeko abigenga.

between such services and the National Institute of Statistics of Rwanda.

These services shall have the responsibility to provide the National Institute of Statistics of Rwanda with all statistical data that they possess.

Before the annual statistical reports of such services are published, they shall possess the visa of the National Institute of Statistics of Rwanda

Article 11: Approval for conducting statistical activities

Any person who wishes to conduct statistical surveys on a national scale or covering at least the whole Province or City of Kigali and which fall beyond the usual activities of which they are permitted to conduct, they shall obtain the prior approval of the National Institute of Statistics of Rwanda, whether on the necessity of such surveys and methodologies that shall be used. The questionnaires that will be used in such surveys shall bear the official visa of the Institute.

CHAPTER IV: **NATIONAL STATISTICAL PROGRAM**

Article 12: National General Census

The National General Census shall be organized at least once in every ten (10) years.

All components of the National Statistical System are required to provide assistance to the activities of the National Institute of Statistics of Rwanda in any manner determined by relevant laws.

les méthodologies convenues entre ces services et l'Institut National de la Statistique du Rwanda.

Ces services sont tenus de fournir à l'Institut National de la Statistique du Rwanda toute donnée statistique qu'ils détiennent.

Avant leur publication, les rapports annuels statistiques de ces services doivent avoir le visa de l'Institut National de la Statistique du Rwanda.

Article 11: Approbation de la conduite des activités statistiques

Toute personne qui souhaite réaliser des enquêtes statistiques d'envergure nationale ou couvrant au moins toute une province ou la Ville de Kigali, sortant des limites de ses activités habituelles, doit obtenir au préalable l'approbation de l'Institut National de la Statistique du Rwanda sur l'opportunité de mener de telles enquêtes et sur la méthodologie à utiliser. Les questionnaires d'enquête doivent porter le visa accordé par l'Institut.

CHAPITRE IV : PROGRAMME NATIONAL DE STATISTIQUE

Article 12: Recensement Général National

Le Recensement Général National est organisé une fois au moins tous les dix (10) ans.

Tous les éléments du système statistique national sont tenus de soutenir les activités de l'Institut National de la Statistique du Rwanda par tous les moyens déterminés par la législation y relative.

Ingingo ya 13: Andi mabarura

Amabarura areba Igihugu cyose, Umujyi wa Kigali cyangwa Intara yose akorwa n'umuntu wese atigeze ateganywa muri gahunda y'Igihugu y'Ibarurishamibare, agomba kubanza kwemererwa n'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda ku birebana no kuba ari ngombwa ko akorwa no ku birebana n'imbonezanzira zigomba gukurikizwa.

Ayo mabarura agomba gusabwa uruhushya hasigaye nibura amezi abiri (2) ngo akorwe. Iyo birenze ukwezi kumwe batarasubizwa kuva basabye, bifatwa nk'aho Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda cyabemereye, bityo bagatangira amabarura yabo. Iyo icyo Kigo kibemereye, urutonde rw'ibibazwa rugomba kuba ruriho viza yacyo.

Article 13: Other types of surveys

Nationwide surveys, or surveys covering City of Kigali or a whole Province conducted by any person that were not provided for in the national statistical program, shall require prior approval of the National Institute of Statistics of Rwanda with respect to the necessity of their conduct and to the methodologies that should be used.

The surveys are subject to an authorization request at least two (2) months before they are conducted. If it goes beyond one month without response from the time of the request, it is presumed as if the National Institute of Statistics of Rwanda has accepted and they shall begin to conduct the survey. If the Institute has accepted, the questionnaires shall bear the visa of the Institute.

Article 13 : Autres types d'enquêtes

Les enquêtes d'envergure nationale ou couvrant la Ville de Kigali ou toute une province organisées par toute personne non prévues dans le programme statistique national doivent requérir l'approbation de l'Institut National de la Statistique du Rwanda quant à leur opportunité et la méthodologie à utiliser.

Une demande d'autorisation doit être formulée par les intéressés au moins deux (2) mois avant l'exécution de l'enquête. Si au- delà d'un mois après dépôt de la demande, il n'y a aucune suite à la requête, l'accord de l'Institut National de la Statistique du Rwanda est considéré comme acquis et les intéressés commencent l'exécution de l'enquête. Dans le cas d'un accord reçu de l'Institut, les questionnaires d'enquête devront porter le visa accordé par l'Institut.

UMUTWE WA V: INSHINGANO YA BURI WESE YO GUSUBIZA IBIBAZO BY'AMABARURA Y'IBARURISHAMIBARE

CHAPTER V: OBLIGATION TO RESPOND TO QUESTIONS DURING CENSUSES AND STATISTICAL SURVEYS

CHAPITRE V : OBLIGATION DE REPONDRE AUX QUESTIONS LORS DES RECENSEMENTS ET ENQUETES STATISTIQUES

Ingingo ya 14: Isubiza ry'ibibazo by'ibarura

Umuntu wese cyangwa umuryango ufite ubuzimagatozi ubisabwe n'uwabiherewe uburenganzira, agomba gusubiza mu buryo nyabwo no mu gihe cyagenwe, ibibazo by'amabarura rusange n'andi mabarura byabanje kwemezwa n'Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda.

Article 14: Response to survey and census questions

Upon the request of a commissioned officer, any person or legal entity is required to respond accurately and within the specified time limits, to questions asked during national censuses and other statistical surveys subject to prior approval by the National Institute of Statistics of Rwanda.

Article 14: Réponse aux questions d'enquête et de recensement

A la demande d'un agent autorisé, toute personne physique ou morale est tenue de répondre, avec exactitude et dans les délais fixés, aux questions des recensements et enquêtes statistiques préalablement approuvées par l'Institut National de la Statistique du Rwanda.

Ingingo ya 15: Kutitwaza ihame ry'ibanga ry'akazi

Ubazwa mu rwego rw'amabarura y'ibarurishamibare yemewe ntashobora na rimwe kwitwaza ihame ry'ibanga ry'akazi ngo yange gutanga ibisubizo ku bibazo abazwa.

Article 15: No allegation of the principle of professional secrecy

A person being questioned during approved surveys shall not whatsoever invoke the principle of professional secrecy so as to refuse to give responses to questions asked.

Article 15: Non allégation du principe du secret professionnel

L'enquêté dans le cadre d'enquêtes statistiques approuvées, ne peut opposer le principe du secret professionnel pour ne pas répondre aux questions posées.

Ingingo ya 16: **Gutanga imibare y'ibanze ngenderwaho n'amakuru**

Inzego zigize urusobe rw'ibarurishamibare rw'Igihugu zigomba guha Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda imibare y'ibanze ngenderwaho yose zifite iyo kiyizisabye, hamwe n'amakuru yerekeye abantu ku giti cyabo afitwe na bene izo nzego agomba kuba ashobora kugerwaho n'icyo Kigo.

Izo nzego zigomba buri gihe gushyikiriza Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda, nk'Ikigo gishinzwe kwegeranya amakuru yose y'ibarurishamibare ry'Igihugu, za raporo z'isesengurwa ry'amabarura zakoze n'izindi raporo z'ibarurishamibare zigenda zikorwa buri gihe.

Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda gikoresha ibyo cyahawe mu ibanga nk'uko biteganywa n'iri tegeko.

UMUTWE WA VI: IBANGA RY'IBARURISHAMIBARE

Ingingo ya 17: **Itangazwa ry'amakuru ribujijwe**

Birabujijwe kuri buri mukozi wese wo mu rwego rw'ibarurishamibare gukwirakwiza amakuru yerekeye ikigo n'umuntu ku giti cye yamenye akora cyangwa se bishingiye ku mirimo ye.

Amakuru yakusanyijwe n'inzego zigize urusobe rw'ibarurishamibare rw'Igihugu mu rwego rw'amabarura cyangwa se ubundi buryo bwo kuyatara arengerwa n'ibanga ry'ibarurishamibare. Ibanga ry'ibarurishamibare risobanuye ko gusakaza ayo makuru ndetse n'imibare y'ibarurishamibare yayaturutseho bikorwa mu buryo abayatanze batamenyekana, haba mu buryo buziguye cyangwa butaziguye.

Article 16: Providing basic database and information

All institutions belonging to the national statistical system are required to provide all the basic database in their keeping to the National Institute of Statistics of Rwanda if it requests so and the information related to individuals held by such institutions which shall be accessible by the Institute.

These institutions shall at all times submit to the National Institute of Statistics of Rwanda as an institute responsible for collecting all the national statistical information, analysis reports of surveys conducted, as well as other statistical reports which are produced periodically.

The National Institute of Statistics of Rwanda shall confidentially utilize the information given to it as provided for by this Law.

CHAPTER VI: STATISTICAL CONFIDENTIALITY

Article 17:Prohibited dissemination of information

It is prohibited to every employee of a statistics service to disseminate information related to an enterprise or an establishment and an individual he or she may know in the course of performance of his or her duties or in relation to his or her responsibilities.

Data collected by the institutions of the national statistical system through surveys or any other method of collection are protected by statistical confidentiality. Statistical confidentiality implies that the dissemination of such data as well as statistical information which can be calculated from them, shall be conducted in a way that those who provided it are not identified whether directly or indirectly.

Article 16: Transmission de base de données et informations

Les institutions du système statistique national sont tenues de transférer les bases de données à l'Institut National de la Statistique du Rwanda à la demande de celui-ci, ainsi que les informations à caractère individuel détenues par ces institutions qui doivent être tenues à la disposition de l'Institut.

Ces institutions sont tenues de transmettre régulièrement à l'Institut National de la Statistique du Rwanda, en tant qu'organe chargé de centraliser toute l'information statistique nationale, les rapports d'analyse des enquêtes qu'elles ont réalisées ainsi que les rapports statistiques élaborés périodiquement.

L'Institut National de la Statistique du Rwanda utilise confidentiellement les informations lui transmises dans le respect des dispositions de la présente loi.

CHAPITRE VI : SECRET STATISTIQUE

Article 17 : Divulgation non permise d'informations

Interdiction est faite à tout agent d'un service statistique de divulguer les informations d'une entreprise ou d'un établissement et les informations à caractère individuel, reçues pendant l'exercice ou à l'occasion de ses fonctions.

Les données recueillies par les institutions relevant du système statistique national, dans le cadre d'enquêtes ou de tout autre type de collecte, sont couvertes par le secret statistique. Le secret statistique signifie que la diffusion de ces données et des informations statistiques provenant de ces services ne doit pas permettre l'identification directe ou indirecte des personnes qui ont fourni ces données.

Ibanga ry'ibarurishamibare ntirireba amakuru yatangajwe ku kigo cy'imirimo cyangwa yashyizwe ahagaragara kuri rubanda rwose, cyangwa se amakuru ikigo cy'imirimo cyiyemereye ko atangazwa biciye mu nyandiko.

Amakuru y'ibarurishamibare ku bigo bikora mu bwiharire ashobora gutangazwa, keretse arebana n'ikiguzi cy'umusaruro n'ay'urwunguko.

Statistical confidentiality does not apply to information about an institution that has already been published to the public or to information of the enterprise or establishment which it accepts, in writing, to be published.

Statistical data in monopoly may be published except those concerning the cost of production or profits.

Le secret statistique ne porte pas sur les informations d'une institution déjà publiées ou disponibles sur une base de données accessibles au grand public ou encore pour lesquelles l'institution a donné son consentement écrit pour leur publication.

Dans la situation de monopole, les statistiques du secteur d'activité concerné restent publiables, sauf celles concernant les coûts de production et le bénéfice.

Ingingo ya 18: Ikora n'itangazwa by'urutonde rw'ibigo by'imirimo
Bitabangamiye ibiteganyijwe mu ngingo ya 17 y'iri tegeko, Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda gifite ububasha bwo gukora no gutangaza buri mwaka n'igihe cyose bibaye ngombwa urutonde rw'ibigo by'imirimo, rwerekana ibi bikurikira: izina, aho ikigo kibarizwa, ubwoko bw'imirimo igikorerwamo, umubare w'abakozi n'imiterere yacyo mu mategeko.

Article 18: Making and publication of list of enterprises or establishments
Without prejudice to the provisions of Article 17 of this Law, the National Institute of Statistics of Rwanda has powers to make and publish each year or when necessary, a list of enterprises or establishments which indicates the following: name, address, type of activity, number of employees and legal status.

Article 18: Constitution et publication du répertoire des entreprises ou établissements
Sans préjudice des dispositions de l'article 17 de la présente loi, l'Institut National de la Statistique du Rwanda a le pouvoir de constituer et mettre à la disposition du public chaque année et chaque fois que de besoin, un répertoire des institutions reprenant les informations suivantes: nom, adresse, type d'activité, nombre d'employés et le statut juridique.

Ingingo ya 19: Uburyo bwo kugera ku mibare y'ibanze ngenderwaho itagomba gutangazwa
Imibare y'ibanze ngenderwaho itagaragaza inkomoko y'amakuru yerekeye abantu ku giti cyabo n'indi miryango ishobora kugerwaho n'abashakashatsi, ariko na bo bakiyemeza :
1° babanje kubikorera inyandiko, kutagira uwo baha ibikubiye muri iyo mibare bitabanje kwemerwa n'Ikigo cy'IgihuguGishinzwe Ibarurishamibare mu Rwanda mu nyandiko;
2° guha Ikigo cy'Igihugu Gishinzwe Ibarurishamibare mu Rwanda ibyo bagezeho mu bushakashatsi bwabo.

Article 19: Accessibility to anonymous basic database not to be published
The anonymous basic databases on individuals and other institutions shall be accessible to researchers who, however, shall be committed to :
1° make a written note, that they shall not communicate to any person the contents of such databases without the written authorization of the National Institute of Statistics of Rwanda;

2° give to the National Institute of Statistics of Rwanda, the findings of their research.

Article 19: Accès aux bases de données anonymes à ne pas publier
Les bases de données anonymes portant sur les individus et autres institutions sont accessibles aux chercheurs qui, en contrepartie, s'engagent :
1° à ne pas communiquer par écrit à de tierces personnes le contenu de ces bases de données sans autorisation écrite de l'Institut National de la Statistique du Rwanda;

2° à remettre à l'Institut National de la Statistique du Rwanda les résultats de leurs recherches.

Ingingo ya 20: Ikoreshwa ry'amakuru ribujijwe

Article 20: Prohibited use of data

Article 20: Utilisation non permise des données

Amakuru yerekeye urwego, ikigo n'umuntu ku giti cye ntashobora gukoreshwa mu igenzura ry'imisoro, mu guhana ibyaha bibangamira ubukungu cyangwa se ngo inzego z'ubutabera ziyitabaze mu gukora iperereza.

Data related to an organ, institution and individual shall not whatsoever be used for tax control purposes, for economic repression or for legal investigations by judicial organs.

Les données relatives à un organe, une institution ou un individu ne doivent en aucun cas être utilisées à des fins de contrôle fiscal, de répression économique ou d'enquêtes judiciaires.

Ingingo ya 21: Ibanga ry'amakuru yaturutse mu nzego z'ubutegetsi

Article 21: Confidentiality of data obtained from administrative services

Article 21: Confidentialité des données obtenues des services administratifs

Ingingo zerekeye ibanga ry'ibarurishamibare zireba kandi amakuru yaturutse mu nzego z'ubutegetsi.

Legal provisions concerning statistical confidentiality shall equally apply to data obtained from administrative sources.

Les dispositions relatives au secret statistique s'appliquent également aux données obtenues des services administratifs.

Ingingo ya 22: Irahira ry'abakozi

Article 22:Taking oath of staff members

Article 22: Prestation de serment des agents

Mbere yo gutangira imirimo yabo, abakozi bo mu rusobe rw'ibarurishamibare rw'Igihugu babanza kurahirira imbere ya Minisitiri ufite ibarurishamibare rusange mu nshingano ze cyangwa se umuhagarariye, ko batazigera bamena ibanga ry'ibarurishamibare nk'uko risobanurwa n'iri tegeko, ryerekeye abantu ku giti cyabo, bazaba bamenye bakora cyangwa se bishingiye ku mirimo yabo.

Before taking office, members of staff of the institutions of the national statistical system shall take oath before the Minister in charge of general statistics or his/her representative, that they shall never reveal the statistical confidentiality related to individuals as defined in this Law, learned in the course of performance of their duties or in relation to their responsibilities.

Avant d'entrer en fonction, les agents des structures du système statistique national prêtent serment, devant le Ministre ayant la statistique générale dans ses attributions ou son délégué, de ne jamais divulguer le secret statistique relatif aux individus tel que défini par la présente loi, dont ils auront pris connaissance pendant l'exercice ou à l'occasion de leurs fonctions.

UMUTWE WA VII: INGINGO Z'INZIBACYUHO N'IZISOZA

CHAPTER VII: TRANSITIONAL AND FINAL PROVISIONS

CHAPITRE VII: DISPOSITIONS TRANSITOIRES ET FINALES

Ingingo ya 23: Ibikorwa byakozwe mbere y'uko iri tegeko ritangira gukurikizwa

Article 23: Activities performed prior to the commencement of this Law

Article 23: Actes antérieurs à l'entrée en vigueur de la présente loi

Ibikorwa byose byakozwe hakurikijwe Itegeko Ngenga n° 01/2005 ryo ku wa 14/02/2005 rigena imitunganyirize y'imirimo y'ibarurishamibare mu Rwanda mbere y'uko iri tegeko ritangazwa mu Igazeti ya Leta ya Repubulika y'u Rwanda bigumana agaciro kabyo.

All activities legally performed pursuant to Organic Law n° 01/2005 of 14/02/2005 on the organisation of statistical activities in Rwanda before the publication of this Law in the Official Gazette of the Republic of Rwanda shall remain valid.

Tous les actes légalement accomplis en vertu de la Loi Organique n° 01/2005 du 14/02/2005 portant organisation des activités statistiques au Rwanda avant la publication de la présente loi au Journal Officiel de la République du Rwanda restent valides.

Ingingo ya 24: Itegurwa, isuzumwa n'itorwa ry'iri tegeko

Article 24: Drafting, consideration and adoption of this Law

Article 24: Initiation, examen et adoption de la présente loi

Iri tegeko ryateguwe mu rurimi rw'Icyongereza, risuzumwa kandi ritorwa mu rurimi rw'Ikinyarwanda.

This Law was drafted in English, considered and adopted in Kinyarwanda.

La présente loi a été initiée en Anglais, elle a été examinée et adoptée en Kinyarwanda.

Ingingo ya 25: Ivanwaho ry'ingingo z'amategeko zinyuranyije

Article 25: Repealing provision

Article 25 : Disposition abrogatoire

n'iri tegeko

Ingingo zose z'amategeko abanziriza iri kandi zinyuranyije na ryo zivanyweho.

All prior legal provisions contrary to this Law are hereby repealed.

Toutes les dispositions légales antérieures contraires à la présente loi sont abrogées.

Ingingo ya 26: **Igihe iri tegeko ritangira gukurikizwa**

Iri tegeko ritangira gukurikizwa ku munsi ritangarijweho mu Igazeti ya Leta ya Repubulika y'u Rwanda.

Kigali, kuwa 16/06/2013

Article 26: Commencement

This Law comes into force on the date of its publication in the Official Gazette of the Republic of Rwanda.

Kigali, on 16/06/2016

Article 26: Entrée en vigueur

La présente loi entre en vigueur le jour de sa publication au Journal Officiel de la République du Rwanda.

Kigali, le 16/06/2013

(sé)
KAGAME Paul
Perezida wa Repubulika
(sé)
Dr. HABUMUREMYI Pierre Damien
Minisitiri w'Intebe
Bibonywe kandi bishyizweho Ikirango cya Repubulika:
(sé)
BUSINGYE Johnston
Minisitiriw'Ubutabera/Intumwa nkuru ya Leta

(sé)
KAGAME Paul
President of the Republic
(sé)
Dr. HABUMUREMYI Pierre Damien
Prime Minister
Seen and sealed with the Seal of the Republic:
(sé)
BUSINGYE Johnston
Minister of Justice/ Attorney General

(sé)
KAGAME Paul
Président de la République
(sé)
Dr. HABUMUREMYI Pierre Damien
Premier Ministre
Vu et scellé du Sceau de la République:
(sé)
BUSINGYE Johnston
Ministre de la Justice/Garde des Sceaux

Annex V: The Participatory and inclusive approach to the design of NSDS2

The process of elaborating and designing of the NSDS2 document was highly participatory and extensively inclusive. Since its launch in March 2013, the NSDS2 design adopted the approach of involving all relevant authorities and individuals including Sector lead Ministries, affiliated institutions, the entire National Statistical System (NSS) and appointed regular contact persons. It also strongly paid much attention to the concerns and advice of both development partners and the political leadership of our country.

The following individuals and institutions have participated and had their roles clearly spelt out in one way or the other during the course of designing NSDS2 document.

COORDINATORS

Yusuf MURANGWA: National Coordinator

Dominique HABIMANA: Technical Coordinator

TECHNICAL ASSISTANCE

Tony WILLIAMS: Independent International Consultant

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John KARANGWA	Jean Paul NDISANZE
Emile NSHIMIYIMANA	Eric BUGINGO
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Tony NSANGANIRA	Vice-Chairperson
Amina RWAKUNDA	Member
Pascal NYAMULINDA	Member
Céline NIWEMAHORO	Member
Callist KAYIGAMBA	Member
Denise MUREBWAYIRE	Member

NISR MANAGEMENT TEAM

Yusuf MURANGWA	DG	Appoline MUKANYONGA	Director, ai, DSS
Odette MBABAZI	DDG	Andre GASHUSGI	Director, DA
Silas MUNYEMANA	Director, ai, Finance	Willy GASAFARI	Director Censuses
Dominique HABIMANA	Director, SMRP	Prosper MUTIJIMA	Coordinator, 2012 PHC
Donath NKUNDIMANA	Director, ai, IT	Juvenal MUNYARUGERERO	Coordinator, EICV4
Sebastien MANZI	Director, DES	Yahya Hassani	Coordinator, NCT- NSDS

DEVELOPMENT PARTNERS REVIEW TEAM

K. Charles MUTALYA	UNFPA
Sda ENGILBETSD	UNICEF
Pascal KAREMERA	UNICEF
Wilson Clark GEMMA	DFID
Catriona MACKAY	DFID
Tom BUNDERVOET	World Bank

MINISTRIES CONSULTED

MINAGRI	MINECOFIN
MINIRENA	MINISPOC
MINICOM	MINAFFET
MIFOTRA	MINEAC
MYICT	MINIJUST
MINALOC	MININTER
MIDMAR	MINADEF
MIGEPROF	MINEDUC
MINISANTE	

INSTITUTIONS CONSULTED

RAB	RLDSF	RGB
NAEB	RBC	OFFICE OF THE OMBUDSMAN
REMA	WDA	OAG
RNRA	REB	MIGRATION
RDB	RNP	BNR
PSF	NPPA	RTDA
RRA	SUPREME COURT	RALGA
RHA	RCS	RSSB
NCBS	NCHR	HEC
RDB-IT	NURC	
RGB	EWSA	

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PARTICIPANTS OF THE SECTOR ASSESSMENT WORKSHOPS

AGRICULTURE SECTOR AND ENVIRONMENTAL & NATURAL RESOURCES: 12TH AUGUST 2013

Yusuf MURANGWA	NISR	Clémentine MUMPOREZE	NISR
Edward MUSONERA	RAB	Francine MUKAMAZIMPAKA	NISR
Eric KABAYIZA	NAEB	Amina SEZI	NISR
David MASENGESHO	NISR	Dominique HABIMANA	NISR
John KARANGWA	NISR	Emile NSHIMIYIMANA	NISR
Jean Claude NYIRIMANZI	NISR	Jovine NSEKANABANGA	NISR
Bertrand DUSHIMAYEZU	MINAGRI		

PRIVATE SECTOR DEVELOPMENT: 13 AUGUST 2013

Richard KUBANA	PSF	Venant HABARUGIRA	NISR
Nicholas CLARKE	MINICOM	Viviane MWITIREHE	BNR
David MASENGESHO	NISR	Dominique HABIMANA	NISR
John KARANGWA	NISR	Emile NSHIMIYIMANA	NISR
Jean Claude NYIRIMANZI	NISR	Jovine NSEKANABANGA	NISR
Johard KAARE	MINICOM	Lucie NIYIGENA	NISR
Fabien MPAYIMANA	NISR	Innocent MUYUMBU	RDB
Gaudence UWIMANA	RRA	Léandre TURAYISHIMYE	MIFOTRA

INFRASTRUCTURE: 16 AUGUST 2013

Vincent BAYINGANA	EWSA	Vincent RWIGAMBA	RHA
Lucien RUTERANA	EWSA	Charles RUSHISHA	MINALOC
Jean Jacques DUKUNDE	MININFRA	Consolée UMURISA	RURA
John KARANGWA	NISR	Isaac MBWIRABUMVA	MININFRA
Jean Claude NYIRIMANZI	NISR	Lucie NIYIGENA	NISR
Alexis BYIRINGIRO	RHA	Jovine NSEKANABANGA	NISR

SOCIAL PROTECTION AND DECENTRALIZATION: 21 AUGUST 2013

Charles RUSHISHA	MINALOC	Lucie NIYIGENA	NISR
Jean Claude NYIRIMANZI	NISR	John KARANGWA	NISR
Justin MURWANASHYAKA	RGB	James TUMWEBAZE	MINALOC
Darius NZABAKWIZA	RALGA	Billy SEBATWARE	RSSB
Chantal BRENDA	MIDIMAR	Vincent GAHAMANYI	RLDSF
Léandre TURAYISHIMYE	MIFOTRA	Emile NSHIMIYIMANA	NISR
Jovine NSEKANABANGA	NISR		

HEALTH: 23 AUGUST 2013

James TUMWEBAZE	MINALOC	Jean Claude NYIRIMANZI	NISR
Gloria UMUTONI	MoH/HMIS	John KARANGWA	NISR
Silas RUDASINGWA	RBC	Wilson Randy	MoH/HMIS
Callixte UWIRINGIYIMANA	MINISPOC	Jovine NSEKANABANGA	NISR

EDUCATION: 26 AUGUST 2013

M. Nadine INGABIRE	HEC	Ernest RUTUNGISHA	MINEDUC

Fidele MUNYANKUMBURWA	WDA	Lucie NIYIGENA	NISR
Charles RUSHISHA	MINALOC	Jean Claude NYIRIMANZI	NISR
Leandre TURAYISHIMYE	MIFOTRA	Emile NSHIMIYIMANA	NISR
John KARANGWA	NISR	Jovine NSEKANABANGA	NISR

JUSTICE RECONCILIATION, LAW AND ORDER: 28 AUGUST 2013

Justine BABIRYE	NURC	Lucie NIYIGENA	NISR
AIP Pierre NZUMPATSE	RNP	Emmanuel NKUSI	RCS
Jerome ISHEMA	NCHR	Emmanuel MUNYEMANA	MINIJUST
Emmanuel T. MUGENZA	MININTER	Emile NSHIMIYIMANA	NISR
Daniel HATEGEKIMANA	JUDICIARY	Jovine NSEKANABANGA	NISR
Dieudonne INGABIRE	NPPA	John KARANGWA	NISR
Louis MUKAMA	MINADEF	Jean Claude NYIRIMANZI	NISR

PUBLIC FINANCE MANAGEMENT & FINANCIAL SECTOR DEVELOPMENT: 30 AUGUST 2013

Fabien MPAYIMANA	NISR	Diogène DUSABIYAREMYE	MINEAC
William Furaha	MINECOFIN	Jean Claude NYIRIMANZI	NISR
S. Francis NYAMASWA	Migration	Richard KUBANA	PSF
Amin MIRAMAGO	MINECOFIN	Jean Baptiste UKWIZAGIRA	MINICOM
Alice NTAMITONDERO	OAG	Herbert ASIIMWE	MINICOFIN
Lucie NIYIGENA	NISR	Innocent MUYUMBU	RDB
John KARANGWA	NISR	Wilson KAMALI	BNR
Jovine NSEKANABANGA	NISR		