LIBERIA INSTITUTE OF STATISTICS AND GEO-INFORMATION SERVICES

National Strategy for Development of Statistics

Data for Transformation 2026-2030

DECLARATION: REDEFINING THE FUTURE OF STATISTICS

The Liberia National Strategy for the Development of Statistics (NSDS III) is not a rejection of global norms, it is an elevation of standards. It is a re-engineering of processes and a redefinition of what a resilient, responsive, inclusive, and trusted national data system should be.

In a world where data is the lifeblood of progress, Liberia's NSDS III challenges the status quo. It moves beyond traditional approaches to embrace innovation, agility, and user-centricity, ensuring that our statistical system is not just compliant with international standards but a benchmark for excellence—driving the ARREST Agenda priorities through equitable, disaggregated insights.

We declare that the NSDS III is:

- A commitment to excellence: Elevating data quality, governance, and trust to meet the demands of a dynamic world.
- A catalyst for innovation: Leveraging technology, AI, and emerging data sources to transform how statistics are produced, communicated, and used.
- A pledge for inclusivity: Ensuring that no one is left behind by embedding equity, accessibility, and FAIR data principles into every aspect of our work, with a focus on gender, youth, persons living with disabilities, and vulnerable communities.
- A vision for resilience: Building a statistical system that is adaptive, sustainable, and capable of driving Liberia's development agenda, today and into the future.

The NSDS III is Liberia's statement to the world: we are not just following best practices; we are setting them. We are not just producing data; we are empowering decisions. And we are not just building a statistical system, we are redefining what it means to be data-driven.

For the people of Liberia, this is our promise. This is our new standard.

On behalf of the NSDS III Technical Working Group and in commitment to the people and development partners of Liberia,

Done at Monrovia, this 15th day of December 2025

David J. Gbakolo, Coordinator, NSDS III
Liberia Institute of Statistics and Geo-Information Services (LISGIS)

FOREWORD

The launch of Liberia's third-generation National Strategy for the Development of Statistics (NSDS III) 2026–2030 marks a pivotal and urgent moment in our nation's development trajectory. This is far more than a routine planning document; the NSDS III is defined as a Statistical Disruptor and National Change Agent, designed to fundamentally re-engineer how data and official statistics are produced, governed, communicated, and used to drive national transformation.

Our nation's ambitious goals especially the ARREST Agenda for Inclusive Development (2025–2029), the Sustainable Development Goals (SDGs), and the African Union's Agenda 2063 demand a National Statistical System (NSS) that is robust, modern, and responsive. The NSS has historically faced persistent challenges due to historical disruptions, infrastructural weaknesses, and limited capacity. The comprehensive assessment conducted as a foundation for this strategy revealed a critical need to bridge these gaps. For example, the assessment found overwhelming support for an Integrated and Collaborative Data Management System (ICDMS) yet revealed limited adoption of advanced tools like Artificial Intelligence (AI) and Mobile Data Collection across the system.

The NSDS III is the strategic response to these challenges, anchored in the Golden Triangle framework, addressing the interconnected pillars of People, Processes, and Technology.

We will prioritize human capital development through capacity-building in data science and AI, fostering a culture of data literacy and innovation. We are institutionalizing robust quality assurance, standardized methodologies, and stronger legal frameworks to ensure data reliability and ethical management and championing a technological leap through the adoption of an Integrated and Collaborative Data Management System (ICDMS) and leveraging AI-driven analytics to modernize data collection and dissemination.

This strategy sets an ambitious direction, captured by its vision to become: A trusted, inclusive, interoperable, innovative, and responsive National Statistical System that produces, uses, and communicates high-quality official statistics to power sustainable national transformation.

The successful implementation of the NSDS III, supported by a robust Monitoring and Evaluation framework, will empower our National Statistical System to produce the high-quality, fit-for-purpose data and statistics needed to drive the ARREST Agenda, foster transparent governance, and unlock a future of evidence-based prosperity for Liberia.

We call upon all stakeholders Ministries, Agencies, Civil Society, Development Partners, Academia, and the Private Sector to embrace this strategy and commit to making it a living framework that guides Liberia's transition towards a technology-enabled NSS.

Hon. Richard Fatorma Ngafuan
Director General of LISGIS

ACKNOWLEDGEMENTS

The successful development of Liberia's third-generation of the National Strategy for the Development of Statistics (NSDS III), 2026–2030 is the result of a profound collaborative effort, reflecting the shared national commitment to re-engineering Liberia's statistical system. The preparation of this strategy was guided by principles of national ownership, inclusivity, and alignment with international standards. Its realization was made possible by the dedication of numerous institutions and individuals.

We extend our deepest gratitude to the following entities for their pivotal roles:

The Government of Liberia: For providing the political will and high-level support necessary to champion statistical development as a cornerstone of national progress and the ARREST Agenda for Inclusive Development (2025–2029).

The Liberia Institute of Statistics and Geo-Information Services (LISGIS): As the legally mandated central coordinating body of the National Statistical System (NSS), LISGIS provided the leadership and institutional coordination for the entire development process. Special acknowledgement goes to the Core Team of seven members (David J. Gbakolo, Debbie F. Garpou, Cecelia Bleh Yarwoah, Youngor F. Amara, Dr. Sarnoh Yousuff, Joseph Farkollie, and Robert Y. Kullei) from LISGIS who coordinated the process, ensuring its continuity and successful execution.

United Nations Population Fund (UNFPA), Liberia: UNFPA played a pivotal role by contracting a consultant who led the participatory development process. The organization also provided crucial technical and financial support, including organizing the online and in-person engagements.

The strategy's foundation lies in the comprehensive, evidence-informed NSS Assessment, which was made possible through widespread participation. We specifically acknowledge the NSDS III technical Working Group (TWG), which is composed of focal persons from 35 institution across the NSS. They actively contributed to the strategy's design, assessment, and validation, ensuring institutional relevance and strategic alignment.

We thank the ministries, agencies, commissions, and other public entities that participated in the assessment, which provided the quantitative and qualitative data used to ground the strategic choices.

The NSDS III is a testament to the collective belief that a well-functioning NSS is indispensable for evidence-based governance and sustainable national development. Our success in implementing the transformation agenda will rely on the continued collaboration, commitment, and sustained leadership demonstrated throughout the planning phase.

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ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
BI	Business Intelligence
CAPI	Computer-Assisted Personal Interview
CSO	Civil Society Organization
CSPA	Common Statistical Production Architecture
EDRMS	Electronic Document and records Management Systems
GSBPM	Generic Statistical Business Process Model
GSIM	Generic Statistical Information Model
ICDMS	Integrated and Collaborative Data Management System
ICPD	International Conference on Population Development
ISAP	Initial Strategic Action Portfolio
KMS	Knowledge Management System
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LNCSPA	Liberia National Common Statistical Production Architecture
IoT	Internet of Things
MDC	Mobile Data Collection
MFDP	Ministry of Finance and Development Planning
MTEF	Medium Term Expenditure Framework
NFC	Near Field Communication
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
PMU	Project Management Unit
TWG	Technical Working Group
UNFPA	United Nations Population Fund

EXECUTIVE SUMMARY

Liberia stands at a pivotal moment in its development trajectory. The ambitious ARREST Agenda for Inclusive Development (2025–2029), together with the nation's commitments to the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063, demands a robust, adaptive, and responsive National Statistical System (NSS). This third-generation National Strategy for the Development of Statistics (NSDS III) is designed to be the cornerstone of that transformation, not merely a plan, but a catalyst for systemic reform and statistical transformation.

Building on the foundations of its predecessors (NSDS I and NSDS II), the NSDS III is envisioned as both a Statistical Disruptor and Change Agent, actively guiding reform and system strengthening in response to a comprehensive assessment of the NSS. Its overarching aim is to rethink and re-engineer how official statistics are produced, governed, communicated, and used to drive development, innovation, and effective monitoring, evaluation, and learning.

Liberia's NSS comprises a network of institutions, legal frameworks, processes, and resources dedicated to the production, analysis, communication, secure storage, and management of official statistics, ensuring that these statistics are findable, accessible, interoperable, and reusable. The system has faced persistent challenges due to historical disruptions, limited capacity, and infrastructural weaknesses. NSDS III seeks to respond to these challenges by aligning Liberia's statistical priorities with national development objectives, specifically the ARREST Agenda for Inclusive Development, and global commitments including the Sustainable Development Goals (SDGs).

A comprehensive assessment of the NSS revealed a critical juncture: strong awareness of innovative data and statistical practices coexists with significant gaps in foundational capabilities. While there is overwhelming support (94.1%) for an integrated data management system and growing interest in non-traditional data sources, the assessment found that only about half of NSS institutions employ standardized methodologies (48.0%) or quality assurance processes (56.0%). The adoption of advanced tools, such as artificial intelligence (AI) (5.9%), mobile data collection (11.5%), and self-service analytics (35.3%) remains limited, hindering the system's efficiency, responsiveness, and analytical depth.

Other deficiencies constraining the NSS's ability to produce high-quality data and, ultimately, reliable official statistics for effective policymaking and governance include the limited and inconsistent adoption of data modelling, reported by only 23.5% of NSS institutions, and the weak establishment of advanced data management roles across the system.

To respond to these gaps and position Liberia's NSS for the future, NSDS III adopts a forward-looking approach that emphasizes fit-for-purpose data infrastructure, advanced analytics, and innovative communication tools. This includes encouraging the gradual adoption of data systems that can easily work with different types of data, the use of integrated data structures such as knowledge graphs, improved data exchange mechanisms, and database systems that handle both traditional and newer types of data to strengthen data integration and quality. The

strategy also promotes the development of predictive and geospatial analytics capabilities, automation of data quality processes, and conversational platforms that broaden access to official statistics. Together, these innovations lay the foundation for a more responsive, interoperable, and insight-driven NSS.

To bridge this gap, the NSDS III anchored in the Golden Triangle framework, addressing the interconnected pillars of People, Processes, and Technology:

- People: Prioritizing human capital development through targeted recruitment and capacity-building across the full data value chain, including data modelling, data engineering, data governance, data science, AI, data visualization, and data storytelling, to strengthen the production, management, and communication of high-quality and fit-for-purpose data and official statistics. This pillar also fosters a culture of data literacy, analytical excellence, and innovation across the NSS to ensure that institutions can generate, interpret, and use evidence that drives national development.

- Processes: Institutionalizing robust quality assurance, standardized methodologies, and strengthened legal frameworks to ensure data reliability, comparability, and ethical management, including harmonized data collection instruments design, formal data-sharing agreements that clearly define usage responsibilities, permitted scope of use, and data rights, and the adoption of the FAIR Data Principles to enhance interoperability and responsible data communication across the NSS.

- Technology: Championing a technological leap forward through the adoption of Cloud Technology, an Integrated and Collaborative Data Management System (ICDMS), an Electronic Document and Records Management System (EDRMS), and interoperable platforms that automate data flows across the NSS. This pillar also promotes the use of Business Intelligence (BI) and visualization tools, AI-driven analytics, Knowledge Graphs and NoSQL databases such as graph databases. It further supports the integration of non-traditional data sources to strengthen and broaden the scope of data collection, processing, and communication, ultimately fostering self-learning capabilities, leading to the emergence of citizen data scientists, and enhancing the quality, accessibility, and use of data and official statistics.

Guided by principles of national ownership, inclusivity, and alignment with international standards, the development of this strategy was deeply consultative. It presents a clear vision and mission statements, strategic goals and objectives, and a costed, prioritized action plan supported by a sustainable financing framework.

The implementation of the NSDS III over the period 2026–2030 will require an estimated total investment of USD 48.4 Million. This financing envelope reflects the scale of the transformational reforms envisaged across coordination, data production, capacity development, innovation, data use, and sustainable financing. The annual indicative resource requirements are USD 10.5 million in Year 1, USD 5.8 million in Year 2, USD 6.8 million in Year 3, USD 8.0 million in Year 4, and USD 17.2 million in Year 5, representing a phased

investment profile designed to support priority reforms, strengthen institutional readiness, ensure sustainable system-wide improvements throughout the five-year period.

The financing of NSDS III will be anchored in a blended model that combines national budget allocations, development partner support, sector contributions, and in-kind institutional inputs. The Government of Liberia is committed to integrating statistical investments into national planning and budgeting frameworks, while working closely with development partners to co-finance priority reforms. This approach promotes financial efficiency, coordination, accountability, and long-term sustainability across the NSS.

Financing of the strategy will be delivered through a centralized, activity-based mechanism managed by the Project Management Unit (PMU) of the Ministry of Finance, in full alignment with Liberia's Public Financial Management framework. Under this model, NSS institutions identify, design, and cost their activities, which are then technically validated by LISGIS and submitted to the PMU for financial appraisal and approval. Once approved, the PMU disburses funds directly to consultants, vendors, field teams, and service providers, ensuring strong fiduciary control and eliminating the need for institutional project accounts. This harmonized and transparent financing arrangement provides a coherent and accountable investment pathway for statistical transformation.

The NSDS III sets a high ambitious direction for the NSS:

Vision: A trusted, inclusive, interoperable, innovative, and responsive National Statistical System that produces, uses, and communicates high-quality official statistics to power sustainable national transformation"

Mission: "An agile, coordinated, user-centric national data ecosystem that builds capacity, drives innovation, produces, uses, and communicates high-quality official statistics to power inclusive and evidence-based national development"

This new framework elevates the system from simply meeting user needs (the focus of NSDS II) to establishing an integrated national data ecosystem that drives innovation and inclusive development.

To truly transform Liberia, the NSDS III supports the vision with six Strategic Goals (SGs), which together constitute a coherent roadmap for transformation. The six SGs are:

1. SG1: Strengthen Statistical Coordination, Governance, and Trust across the NSS. This addresses the need for strong institutions, visionary leadership, and coherent national systems to reinforce public confidence and ensure accountability.
2. SG2: Re-engineer the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics that Drive Effective Policy and Innovation. This goal focuses on moving from fragmented production to a dynamic, technology-enabled system by adopting innovative, digital, and automated data collection methods, and institutionalizing quality assurance standards.

3. SG3: Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS. This aims to build a skilled workforce capable of leveraging emerging technologies by institutionalizing capacity development systems, professional standards, and professionalization.
4. SG4: Promote Inclusive Data Use and Embed FAIR Data Principles to Ensure Equitable Access, Interoperability, and Widespread Uptake of Official Statistics. This ensures that data is Findable, Accessible, Interoperable, and Reusable (FAIR) to foster transparency and inclusion in data ecosystems, thereby amplifying the voices of marginalized groups
5. SG5: Promote Innovation and Build a Resilient National Data Ecosystem that Leverages AI and Emerging Technologies to Support Digital Transformation, Collaboration, and Inclusive Development. This positions AI, machine learning, and automation as key catalysts for resilience, focusing on strengthening innovation readiness, ethical governance, and strategic collaboration
6. SG6: Secure Sustainable and Innovative Financing Models to Ensure Long-Term Resilience, Autonomy, and Continuous Transformation of the National Statistical System. This critical goal addresses limited and irregular funding by securing diversified financing, integrating statistical costs into national budgeting, and promoting financial efficiency and accountability.

A robust Monitoring, Evaluation, and Learning (MEL) framework is embedded within the strategy to track progress, ensure accountability, and facilitate adaptive management. By successfully implementing the NSDS III, Liberia will empower its NSS to produce high-quality and fit-for-purpose data and statistics that drive the ARREST Agenda, foster transparent governance, and unlock a future of evidence-based prosperity for all Liberians.

In conclusion, NSDS III will serve as a dynamic, living framework that guides Liberia's transition towards a world-class, technology-enabled NSS. It will foster evidence-driven governance and promote transparency, efficiency, and inclusivity in the country's developmental agenda, positioning Liberia to meet the increasing and diverse data demands of the 21st century.

Implementation of the NSDS III will require strong leadership, effective coordination, and a robust Monitoring, Evaluation, Learning Framework to ensure measurable progress and continuous learning across the NSS. By prioritizing these areas, NSDS III aims to position Liberia's NSS as a world-class, technologically advanced system that contributes effectively to national development and global commitments.

CHAPTER 1: INTRODUCTION, CONTEXT, AND STRATEGIC FOUNDATION

1.1 The Mandate for Change: The Imperative for NSDS III

Liberia's third-generation National Strategy for the Development of Statistics (NSDS III) represents a fundamental shift in how the nation approaches statistical development. Far more than a planning document, it is defined as a Statistical Disruptor and National Change Agent, designed to critically rethink and re-engineer how data and official statistics are produced, governed, communicated, and used to drive development and innovation, including inclusive growth under the ARREST Agenda, while enabling robust monitoring and evaluation across Liberia and beyond.

The NSDS III is underpinned by a powerful, multi-faceted mandate for change, calling for immediate and strategic modernization of the National Statistical System (NSS). This mandate is driven by three core imperatives:

- The ARREST Agenda for Inclusive Development (2025–2029): The launch of this national development plan creates a non-negotiable demand for an NSS capable of delivering fit-for-purpose data and official statistics for its implementation, monitoring, and evaluation.
- Persistent Gaps and Capacity Deficits: The current NSS lacks the capacity to fully meet the demands of the national agenda due to persistent gaps, positioning the NSDS III as a critical enabler of national development and transformation.
- Lessons from NSDS I and NSDS II: While NSDS I (2008–2013) laid the groundwork for post-war statistical recovery, the non-implementation of NSDS II (2017–2021, later extended to 2022–2026) due to institutional and resource constraints underscores the need for a re-engineered strategy that is both visionary and executable.

To achieve this systemic transformation, the NSDS III is anchored in the "Golden Triangle" framework, an integrated approach that evaluates People, Processes, and Technology to drive systemic change:

1. People: This involves assessing human resource capacity, skills, organizational culture, and leadership to build a workforce capable of delivering modern statistical solutions.
2. Processes: This requires evaluating statistical methods, legal frameworks, and quality assurance mechanisms to ensure robustness, standardization, and compliance with international best practices.
3. Technology: This entails analyzing IT infrastructure, data storage/processing capabilities, and tools for data collection, governance, and communication to enable innovation and efficiency.

1.2 Historical Context and Evolution of Liberia's Statistical and Spatial System

The evolution of Liberia's national statistical system began in the mid-20th century, moving from rudimentary administrative record-keeping to a formal structure designed to support modern governance. A significant milestone was the establishment of the Division of Statistics in 1957, which centralized official data activities and laid the technical foundation for national capacity. This institutional framework enabled Liberia to successfully conduct its first three scientific Population and Housing Censuses in 1962, 1974, and 1984, providing essential demographic and socio-economic baselines for national development planning. However, this foundational progress was severely undermined by the prolonged and devastating civil conflicts (1989 - 2003), which resulted in the near-total collapse of the national statistical infrastructure, the widespread destruction of invaluable data archives, and a profound loss of technical expertise, effectively halting all census and survey operations and creating a massive data gap.

1.2.1 Rebuilding from Conflict: The Role of NSDS I (2008–2013)

Liberia's statistical system suffered severe disruptions due to prolonged civil conflict, which destroyed infrastructure and institutional memory. The establishment of the Liberia Institute of Statistics and Geo-Information Services (LISGIS) in 2004 marked a pivotal step in rebuilding the country's statistical capacity. The NSDS I (2008–2013) was the first concerted effort to restore and strengthen the NSS, achieving notable progress such as:

- Completion of key surveys and censuses (e.g., Demographic and Health Survey, Core Welfare Indicators Questionnaire).
- Strengthened coordination among statistical agencies.
- Capacity-building initiatives to rebuild human and institutional resources. For instance, through the NSDS I, 100 middle-level statisticians and Geographic Information Systems (GIS) officers were trained under an "Induction Training Programme" offered by the University of Liberia (UoL), under the sponsorship of the European Union (EU) and the United Nations Development Programme (UNDP). Additionally, LISGIS sponsor three staff members to pursue Master's degrees at the Makerere University in Uganda.

Despite these gains, outdated procedures, limited resources, and fragmented coordination persisted–necessitating deeper reform.

1.2.2 Lessons from NSDS II (2017–2021): Addressing Gaps and Building Resilience

NSDS II was designed to consolidate and extend Liberia's statistical modernization. Initially covering the period 2017–2021 and later updated to span 2022–2026, its implementation was derailed by institutional constraints and external shocks, including the Ebola outbreak and COVID-19 pandemic. Despite these efforts, NSDS II was ultimately not implemented, exposing persistent challenges in coordination, resourcing, and institutional resilience across the NSS.

This experience underscores the urgent need for NSDS III, not merely as a successor, but a strategic reset: a re-engineered approach designed to overcome systemic barriers and ensure the long-term growth, credibility, and sustainability of the NSS.

1.3 The Strategic Imperative: Why NSDS III?

The NSDS III is a response to urgent, unmet needs in Liberia's NSS, as evidenced by the 2025 NSS Assessment Findings and the demands of the ARREST Agenda. The assessment revealed critical gaps in digital readiness, data production methods, and institutional capacity:

- Only 2.9% of NSS institutions have AI Strategy
- Just 14.7% are using official Self-Service Data Analytics Tools.
- Only 32.4% currently deploy Mobile Data Collection (MDC) methodologies in their data production workflows.

These findings underscore the need for a transformative strategy that repositions the NSS as a driver of inclusive national development, data-driven governance, and global alignment. Specifically, the NSDS III aims to:

- Re-engineer the NSS by integrating fit-for-purpose technologies (e.g., AI, automation, digital tools), standardized processes, and innovative solutions to address persistent gaps in data governance, coordination, production, processing, and communication, and storage.
- Strengthen institutional resilience to ensure the NSS is adaptive, sustainable, and aligned with Liberia's national priorities, including the ARREST Agenda (2025–2029), Sustainable Development Goals (SDGs), and African Union (AU)'s Agenda 2063.
- Transform the NSS into a dynamic, evidence-driven institution capable of supporting data-driven governance, inclusive development, and global commitments.

1.4 Vision and Mission of NSDS III

Vision Statement

A trusted, inclusive, interoperable, innovative, and responsive National Statistical System that produces, uses, and communicates high-quality official statistics to power sustainable national transformation.

Mission Statement

An agile, coordinated, user-centric national data ecosystem that builds capacity, drives innovation, produces, uses, and communicates high-quality official statistics to power inclusive and evidence-based national development.

1.5 Strategic Goals and Objectives

The NSDS III is organized around six Strategic Goals (SGs), which collectively define a coherent roadmap for building an agile, trusted, and adaptive NSS. Each of these goals is supported by Strategic Objectives (SOs), which outline the specific actions and intentions required to achieve the broader transformation envisioned by the NSDS III.

The SGs represent thematic pillars that address critical areas such as coordination, data production, capacity development, inclusivity, innovation, and sustainable financing. Together, they provide a structured and actionable framework for re-engineering and modernizing Liberia's NSS.
The six Strategic Goals are:

1. Strengthen Statistical Coordination, Governance, and Trust across the NSS
2. Re-engineer the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics
3. Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS
4. Promote Inclusive Data Use and Embed FAIR Data Principles
5. Promote Innovation and Build a Resilient National Data Ecosystem Leveraging AI and Emerging Technologies
6. Secure Sustainable and Innovative Financing Models for Long-Term Resilience and Transformation

1.6 Development Process

The NSDS III was developed through a participatory, evidence-informed process led by a consultant contracted by UNFPA Liberia, which also played a pivotal role in organizing both online and in-person engagements. The process was designed to ensure national ownership, institutional relevance, and strategic alignment with Liberia's national priorities.

A Core Team of seven members from the LISGIS coordinated the process, working alongside a Technical Working Group (TWG) composed of focal persons from 34 institutions across the NSS. These institutions were formally invited to contribute to the strategy's design, assessment, and validation.

The development process began with a series of online meetings between the consultant, UNFPA Project Manager, and the Core Team. These led to the design and online administration of a comprehensive NSS Assessment Questionnaire, which focused on four key areas:

1. Human Capital: Evaluating workforce skills, capacity, and development
2. Technology: Assessing tools, systems, and infrastructure supporting data activities
3. Processes and Methodology: Reviewing workflows, methodologies, and operational efficiency
4. Systems and Governance, Understanding the integration, functionality, and effectiveness of the data ecosystem.

Emerging Technologies and Innovations such as the use of Non-Traditional Data Sources (NTDS) were also considered.

The consultant provided virtual training to the Core Team, who in turn facilitated in-person training for institutional focal persons, ensuring broad understanding and ownership of the assessment process.

Following data collection and analysis, a five-day in-person workshop was convened by the UNFPA, Liberia to validate the assessment findings. These findings, such as the limited adoption

of AI strategies (2.9%), low use of Self-service Analytics Tools (14.7%), and modest deployment of Mobile Data Collection methodologies (32.4%), provided a clear evidence base for the strategic priorities of NSDS III.

This collaborative and iterative process ensured that NSDS III is not only technically sound, but also nationally owned, strategically grounded, and institutionally actionable.

1.7 NSDS III Structure

This strategy document is organized into seven chapters, each building on the previous one to guide Liberia's statistical transformation:

- Chapter 1: Introduction, Context, and Strategic Foundation; outlines the rationale, historical context, and transformative intent of NSDS III.
- Chapter 2: The National Statistical System (NSS) of Liberia; describes the mandate, structure, actors, and coordination mechanisms of the NSS.
- Chapter 3: Assessment of the Current Statistical System; presents a diagnostic review of Liberia's NSS, highlighting strengths, gaps, and systemic challenges that inform the strategy's design and priorities.
- Chapter 4: Strategic Framework and Objectives; defines Vision, Mission, Strategic Goals, and Strategic Objectives that operationalize the strategy's vision.
- Chapter 5: Implementation Plan Framework; outlines the implementation phases, institutional arrangements, key programmes, priority activities, timelines, and high-level implementation matrix required to deliver the strategy.
- Chapter 6: Initial Strategic Action Portfolio and Costed Activities; presents the costed activities, financing needs, resources mobilization strategies, and financial governance mechanisms required to support NSDS III implementation.
- Chapter 7: Monitoring, Evaluation, and Learning for Statistical Transformation; outlines mechanisms for tracking progress, ensuring accountability, and sustaining long-term transformation of the NSS.

Together, these chapters form a coherent and actionable roadmap for re-engineering Liberia's NSS. The next chapter begins with a detailed assessment of the current statistical system, laying the foundation for the strategic choices that follow.

CHAPTER 2: THE NATIONAL STATISTICAL SYSTEM (NSS) OF LIBERIA

2.1 Introduction

The National Statistical System (NSS) of Liberia is the backbone of the country's data ecosystem. It is a comprehensive and coordinated network of organizations, skilled personnel, legal mandates, policies, and resources, including technological infrastructure, that work together to produce, govern, process, analyze, and communicate official statistics. Guided by shared frameworks and methodologies, the NSS enables evidence-based decision-making, fosters transparency, and supports national development priorities.

As Liberia's data ecosystem evolves, clarity in its official terminology and institutional framework is essential. The chapter traces the historical and legal development of the NSS, defines it composition, and clarifies the strategic nomenclature adopted under NSDS III.

2.2 Evolution of the NSS

Liberia's NSS has evolved through distinct phases, reflecting the country's journey of recovery and institutional development. Its modern form is rooted in the post-war era, defined by foundational legislation and crucial lessons learned from subsequent challenges.

2.2.1 Post-War Foundation and Legal Mandate (Pre-2008 to 2013)

The NSS was fundamentally reshaped by the legacy of civil conflict, which devastated statistical infrastructure and institutional memory. It was in direct response that the pivotal Statistics Act of 2004 established the Liberia Institute of Statistics and Geo-Information Services (LISGIS), creating a central coordinating body for the system. The Act legally defined this system as National Statistical and Spatial System (NSSS).

Building on this legal foundation, the first National Strategy for the Development of Statistics (NSDS I), 2008–2013 provided a structured framework for recovery, guiding efforts to restart essential activities such as the National Population and Housing Census, demographic surveys, and rebuilding human capacity. While this period successfully restored basic statistical functions, it left the system with foundational challenges in technological modernization, sustainable financing, and deep institutional coordination.

2.2.2 A Period of Institutional Challenge and Reflection (Post-2013)

The years following NSDS I tested the NSS's resilience. The non-implementation of a subsequent strategy, coupled with shocks such as the Ebola and COVID-19 pandemics, exposed vulnerabilities in institutional ownership, coordinated planning, and sustainable financing.

This period was not one of stagnation but of critical learning, underscoring that without a unified identity, robust coordination, sustainable resources, and adaptive capacity, the NSS could not fully meet the nation's evolving data demands. These lessons, particularly the need for clear

terminology and strong institutional leadership, directly inform the ambitious, system-wide transformation agenda of NSDS III.

2.3 Nomenclature: NSS vs. National Statistical and Spatial Data System

The history of Liberia's statistical system includes multiple official names, reflecting shifts in legal framing and strategic orientation. This variation in terminology led to conceptual ambiguity and inconsistent usage across institutions. The inclusion of "spatial" in the system's legal name has at times elevated one data modality above others, despite spatial data being an integral part of a modern statistical system's operational scope.

To resolve this ambiguity and enhance strategic focus, NSDS III formally reaffirms "National Statistical System (NSS)" as the official designation. This choice restores terminological coherence, affirms institutional continuity, and positions spatial data as a strategic enabler rather than a defining feature.

The approach of NSDS III is consistent with the NSDS Guidelines 3.0 developed by PARIS21, which champions adherence to international best practices while allowing for national contextualization. By formally adopting "NSS," Liberia strengthens its ability to engage in global statistical discourse, benchmark progress, and promote comparability, without diminishing the importance of spatial data or its integration into national planning.

2.4 Functional Architecture of the NSS

Liberia's NSS is best understood as a comprehensive and collaborative ecosystem in which institutions perform several overlapping functions, as defined and anchored by the 2004 LISGIS Act. These functions are not siloed, they are interdependent, reinforcing the system's integrity, responsiveness, and strategic relevance.

2.4.1 Coordination, Governance, and Standard-Setting

This is the central leadership function, legally mandated to the LISGIS and therefore responsible for leading the NSS, setting professional standards, developing the coordinating framework, and ensuring the integrity and coherence of the entire system.

2.4.2 Data Production and Management

This function involves the collection, compilation, analysis, and stewardship of data. The primary producers include:

- LISGIS, which conducts national censuses and surveys
- Government Ministries, Agencies, and Commissions (MACs), which generate vital statistics from administrative records
- Other actors defined in the Act, such as NGOs and development partners, who contribute valuable data through thematic surveys and specialized studies

2.4.3 Data Use for Evidence-Based Decision-Making

This function gives the entire system its purpose. Crucially, the most important data users are also data producers. These include:

- Policymakers and planners within MACs, who use data for sectoral planning, budgeting, and monitoring
- LISGIS, which integrates administrative data to compile national accounts and other indicators
- The broader community of users, including the Legislature, academic institutions, civil society, the private sector, and the public

NSDS III is designed to strengthen the entire ecosystem, recognizing that improving the quality of data production is directly linked to enhancing the capacity for its use. This strategy affirms the collaborative, multi-functional nature of the NSS and positions it as a driver of national transformation.

2.5 Strategic Relevance of the NSS

The strategic relevance of the NSS is defined by its indispensable role in empowering evidence-based governance and driving sustainable national development. As the nation's core data ecosystem, a well-functioning NSS provides the credible information necessary to design, implement, and evaluate public policy.

The NSS is, therefore, strategically vital for:

- Informing Policy and Planning: Providing the evidence base for effective policy formulation, resource allocation, and development planning at both national and subnational levels.
- Monitoring National Development Goals: Enabling the country to track its progress against key national priorities, including the ARREST Agenda and the Sustainable Development Goals (SDGs).
- Promoting Transparency and Public Trust: Strengthening governance and accountability by ensuring that citizens, civil society, and the media have access to reliable and impartial official statistics.
- Strengthening Resilience and Equity: Identifying vulnerabilities and informing targeted interventions that build resilience to shocks and promote inclusive development for all Liberians.
- Driving Innovation and Digital Transformation: Serving as a platform for modernizing data systems, integrating new technologies like spatial data, and fostering a culture of data use across society.

Ultimately, the purpose of NSDS III is to strengthen these functions, positioning LISGIS and the entire NSS as strategic enablers of Liberia's institutional transformation, innovation, and inclusive growth.

CHAPTER 3: ASSESSMENT OF THE NSS; KEY FINDINGS AND INSIGHTS

3.1 Introduction and Purpose

Every system has an aspirational state, a vision of what it seeks to become. Realizing that vision and achieving that state, however, requires a clear understanding of present realities and the pathways needed to re-engineer data activities toward the desired future. Liberia's NSS is no different.

As part of the development process for NSDS III, a comprehensive and structured assessment was undertaken to diagnose the current state of the NSS and identify opportunities for transformation. This diagnostic exercise forms the cornerstone of NSDS III, ensuring that the strategy is not only visionary but also firmly anchored in evidence. It provides the grounded, practical understanding required to reform the NSS and Liberia's statistical system to toward its envisioned role in national development.

Importantly, the assessment was not merely diagnostic, it was strategic. It was designed to generate actionable insights into statistical capacity, governance practices, data systems, and technological readiness across the NSS. By highlighting both foundational gaps and opportunities for reform and innovation, the assessment provides a clear roadmap for modernization and alignment with emerging regional and other global standards.

The insights presented in this chapter form the foundation of NSDS III. They ensure that the proposed reforms are responsive to institutional conditions, national development goals under the ARREST Agenda and global commitments such as the SDGs.

The next section outlines the assessment approach, the institutions involved, and the rationale behind their inclusion, providing the context for the thematic findings that follow. *The full list of participating institutions is included in Annex 1 for reference.*

3.2 Assessment Approach and Coverage

To move from strategic intent to actionable insight, the iterative development process of NSDS III included a comprehensive and structured assessment of the NSS, conducted through two primary data collection methodologies. This section outlines the approach used, the institutions covered, and the rationale behind their inclusion.

Assessment Methods

The assessment was carried out using two complementary methods:

1. Structured Online Questionnaire: A comprehensive instrument was administered to capture both quantitative and qualitative data across four core domains—*Human Capital, Technology, Processes and Methodologies, and Systems and Governance. The tool also explored cross-cutting themes such as the adoption of advanced and emerging technologies, and the*

integration of non-traditional data sources (NTDS), including the potential use of social media data to enhance traditional official statistics such as national accounts.

2. Desk Review: A desk review of key institutional documents was conducted, including foundational legal frameworks (e.g., LISGIS Act 2004), previous strategic plans (e.g., NSDS I and II), national development plans such as the ARREST Agenda, and operational guidelines like the African Charter on Statistics (AfCS). This validated questionnaire responses and enrich contextual understanding, ensuring the assessment reflected both stated capacities and documented practices.

Institutional Coverage

A total of 35 institutions were invited to participate in the assessment. These institutions were selected through a purposive sampling approach, based on their mandates in statistical production, coordination, administration, regulation, and communication within the NSS. The selection aimed to capture a diverse cross-section of ministries, agencies, commissions, and other public entities actively engaged in data-related activities.

Figure 3.2.1: *Composition of the NSS institutions who responded to the invitation by classification*

Of the 35 institutions invited, 34 responded, yielding a 97% response rate. This high level of participation reflects the relevance of the assessment and the strong commitment of NSS stakeholders to statistical reform and modernization.

Representativeness and Strategic Relevance

While the assessment did not cover every institution within the NSS, the selection was strategically designed to reflect the operational backbone. The institutions assessed represent a broad spectrum of data producers, users, and coordinators, ensuring that the findings are grounded in institutional realities and system-wide perspectives. As such, the assessment prioritizes strategic relevance over statistical generalizability, providing a credible and actionable foundation for NSDS III.

3.3 Institutional Landscape, Mandates, and Coordination Models

Liberia's National Statistical System (NSS) consists of a diverse array of institutions with differing mandates, capacities, and levels of coordination. As a decentralized system, its effectiveness depends not only on the clarity of institutional mandates but also on the strength of the coordination

mechanisms that link sector institutions to LISGIS, the national statistical coordinator. Understanding this institutional landscape is essential for designing a strategy that is inclusive, coherent, and operationally grounded. The assessment therefore examined three foundational elements: the clarity of institutional mandates, their practical operationalization, and the models through which coordination and statistical production take place.

3.3.1 Legal and Institutional Mandates

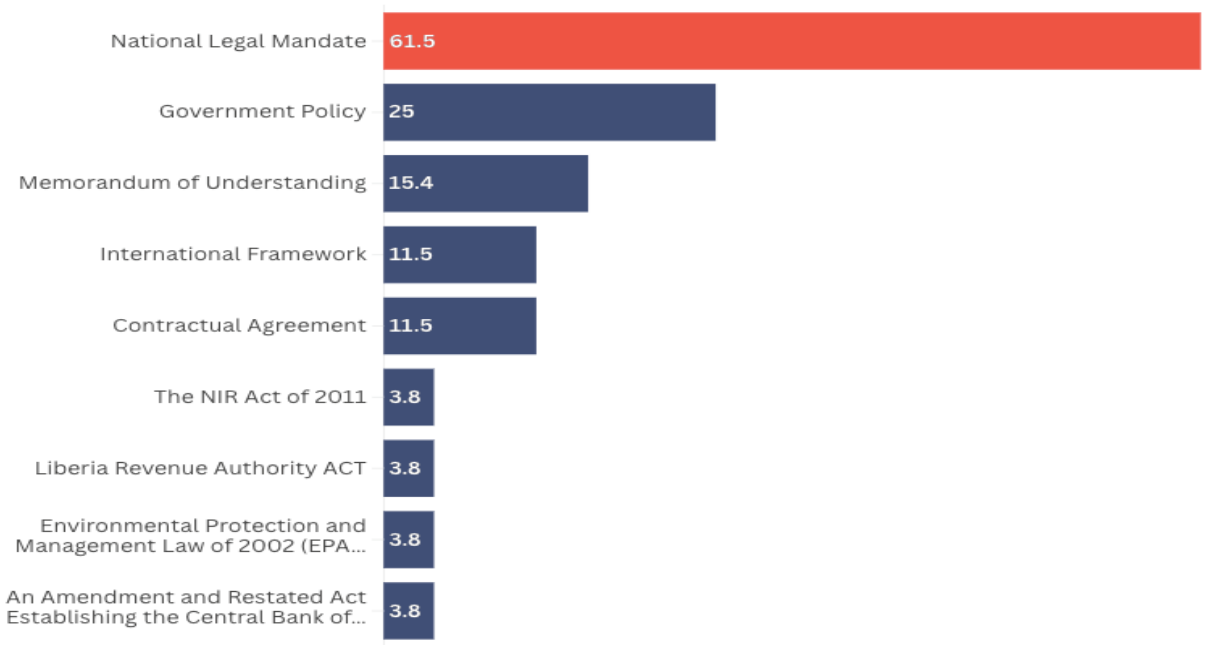
Every government institution, by virtue of its establishing Act, policy framework, or administrative function, carries a mandate that encompasses data production, information management, or reporting. However, the assessment revealed striking gaps in institutional awareness and interpretation of institutional mandate activities across the NSS.

Notably, 23.5% of responding institutions reported having no legal mandate for data-related activities—a finding that suggests contradiction highlighting an important governance issue. It most cases, this reflects limited staff awareness of the provisions within institutional Acts, weak internal communication of legal responsibilities, or the absence of and absence of mandates that are explicitly framed.

Among institutions that acknowledge having a mandate, 61.5% were unsure of its specific nature and simply cited a National Legal Mandate.

These findings present a clear opportunity for sector-specific mandate clarification through internal directives, as well as NSS-wide sensitization efforts led by LISGIS.

***Figure 3.3.1**: Types of legal mandates for data activities*



3.3.2 Coordination and Statistical Production Models

The effectiveness of statistical production within the NSS depends significantly on how data production activities are organized and coordinated within and across institution. As a coordinated

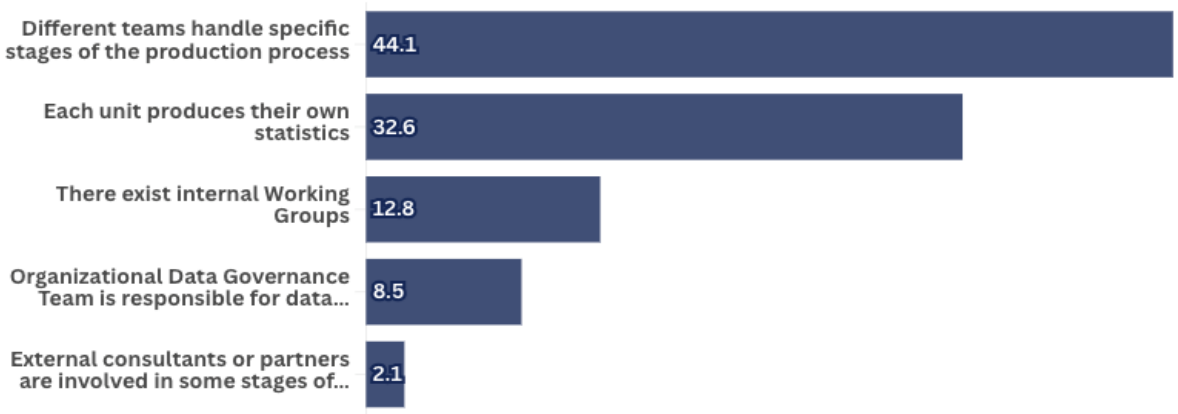
network, the NSS encompasses a diverse array of institutions, each employing internal models suited to their specific mandates and operational contexts. The assessment reveals the rich tapestry of these internal coordination methods while highlighting a strong consensus on the need for enhanced *system-wide* coordination mechanisms to unify the network more effectively.

A. Diversity of Internal Coordination Models

The NSS demonstrates a variety of approaches to internal statistical coordination, reflecting the adaptive nature of its member institutions. The distribution of these models is as follows:

- Process-Oriented Coordination (44.1%): The most prevalent model, where "*different teams handle specific stages of the production process*," indicates a structured, assembly-line approach that can promote specialization within larger institutions.
- Decentralized Unit-Level Production (32.4%): A significant proportion of institutions operate under a model where "each unit produces their own statistics." This is a logical approach for organizations with highly specialized, semi-autonomous departments.
- Structured Collaborative Models (20.6%): A substantial minority employ formal collaborative structures, such as "Internal Working Groups" (11.8%) or an "Organizational Data Governance Team" (8.8%), representing a more centralized and integrated approach to internal data governance.

Figure 3.3.2: *Coordination of Statistics Production*



This diversity is a feature of a complex network, not a flaw. However, it underscores the importance of LISGIS's role in providing overarching standards and frameworks to ensure interoperability and consistency across these different internal models.

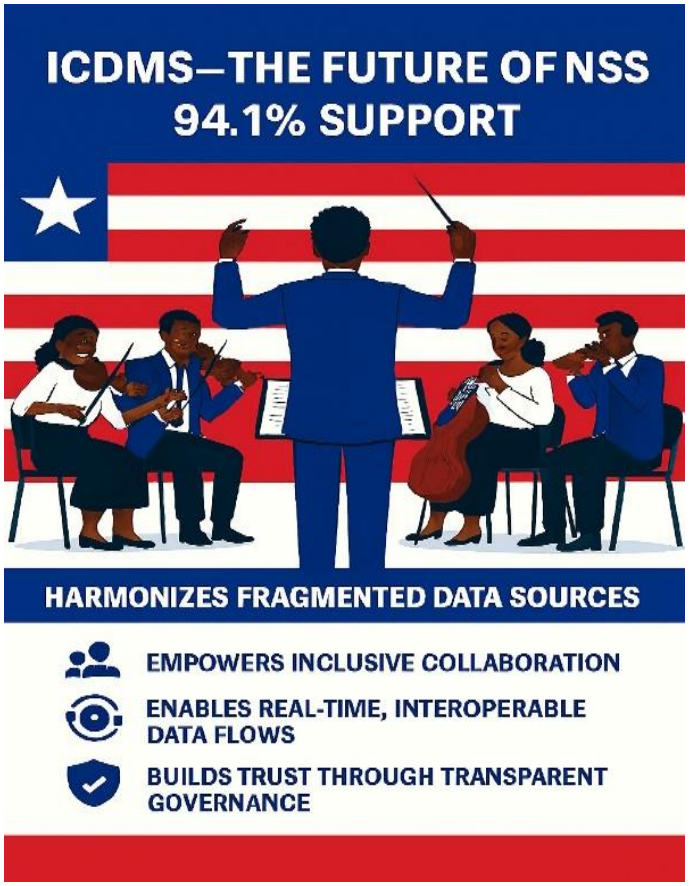
B. System-Wide Coordination: Strong Foundations, Emerging Consensus for Enhancement

While internal models vary, the NSS shows a strong foundational commitment to system-wide collaboration, with a clear desire to make these interactions more efficient and standardized.

- Widespread Data Sharing: A strong majority of institutions (76.5%) report currently sharing data with other NSS members. This commitment is even higher for the sharing of structured datasets (84.6%), demonstrating that the core activity of a coordinated network is actively occurring.

- Operational Necessity Drives Collaboration: A telling finding is that half of the institutions that reported having no clear legal mandate for data activities are nonetheless sharing data. This indicates that collaboration is often driven by practical operational needs, highlighting the organic, demand-driven cooperation within the network.
- Overwhelming Consensus for a Unified System: The most powerful finding is the near-universal support for enhancing system-wide coordination. An overwhelming 94.1% of institutions support the adoption of an Integrated and Collaborative Data Management System (ICDMS), anticipating benefits in Improved Data Quality, Enhanced Collaboration, and Interoperability. This reflects a collective vision from within the NSS itself, a call for strengthened infrastructure to support improved data quality, collaboration, and interoperability.

***Figure 3.3.3**: ICDMS adoption*



C. Synthesis: A Collaborative Network for Enhanced Integration

The Liberian NSS is a living, collaborative network. The high rates of data sharing demonstrate its vitality, and the diversity of internal models reflects its adaptability.

The clear call for an ICDMS reflects not a rejection of current practices, but a natural evolution, a collective desire to mature from *coordinated collaboration* to *seamless integrated collaboration*. NSDS III must answer this call by providing the unified technological and governance framework that enhances efficiency while preserving the institutional diversity that makes the network resilient.

3.4 Technology Infrastructure and Readiness

Technology is the umbilical cord of every nation, government, and business entity, enabling essential functions, driving growth, and connecting us in a global landscape. It is therefore a foundational enabler of any effective NSS.

The assessment reveals a system in transition: gradually building digital capabilities, yet still characterized by uneven adoption of tools, platforms, and technical standards across institutions. While some institutions are embracing emerging systems and experimenting with advanced technologies, others remain reliant rely on outdated or fragmented platforms. This disparity undermines efficiency, interoperability, data quality, and ability to deploy fit-for-purpose innovations in data and statistical activities.

Technology infrastructure within the NSS spans digital data collection tools, data management systems, electronic record-keeping, analytics platforms, communication technologies, and advanced capabilities such as AI and the use of Non-Traditional Data Sources (NTDS). The findings presented in this section provide a comprehensive picture of the digital readiness of the NSS and highlight where targeted investments and reforms are most needed under NSDS III.

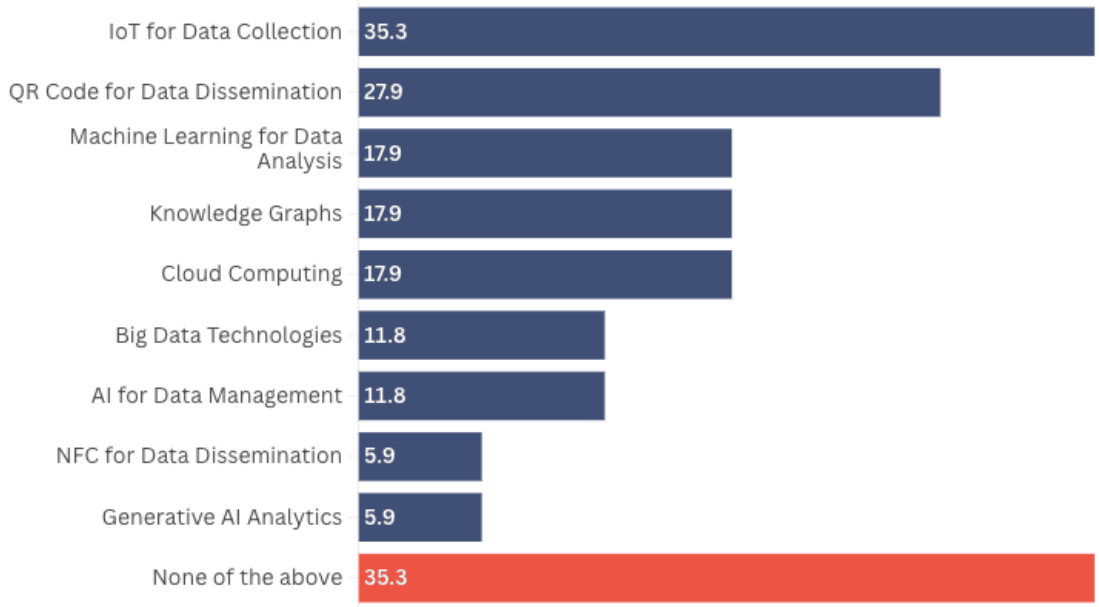
3.4.1 Data Management Strategy (DMS)

A Data Management Strategy (DMS) is a foundational indicator of technological maturity. Among the 50.0% of responding institutions that reported having DMS, only 20.0% have incorporated data modelling, a more advanced component of DMS, while 40.0% plan to implement it within 12 months. This suggests that while half of NSS institutions is building structured systems, many still lack foundational infrastructure for coherent data governance and lifecycle management. Without robust DMS frameworks, institutions struggle to harmonize metadata, ensure data traceability, and support cross-sectoral integration.

3.4.2 Advanced and Emerging Technologies

Adoption of advanced technologies remains limited and uneven. Only 17.6% of institutions report using tools such as Cloud Computing, Machine Learning, Knowledge Graphs, and QR Codes. Adoption of Big Data Technologies and AI for Data Management stands at 11.8%, while Generative AI Analytics and Near Field Communication (NFC) technologies are reported by just 5.9% of institutions.

Figure 3.4.2: *Adoption of advanced and emerging technologies*



This low uptake reflects both infrastructural constraints and capacity gaps, and underscores the need for strategic investment in digital literacy, infrastructure, and experimentation spaces.

3.4.3 Document and Records Management

Introduction

Document and Records Management (DRM) is indispensable, ensuring operational continuity, institutional memory, and accountability. From early handwritten registers to contemporary digital repositories, institutions have relied on structured ways to capture, store, retrieve, and preserve records. What has changed over time is how records are managed, especially with the shift from paper-based systems to electronic environments.

In the context of an NSS, DRM encompasses the policies, processes, technologies, and standards used to handle administrative documents, survey instruments, methodological documentation, data processing manuals, metadata, reports, and institutional records. As statistical work requires traceability, consistency, and compliance with both national and international standards, effective DRM ensures that institutional knowledge is safeguarded and accessible. Therefore, assessing the maturity of DRM practices is a critical indicator of the NSS's overall technological readiness and its capacity for evidence-based governance.

Broadly, DRM can be understood as a progression of approaches:

- Paper-Based Records Management: Reliance on physical files, archives, and manual filing systems. Still widely used in many public institutions, but prone to fragmentation, loss, and inefficiencies.

- Hybrid Records Management: A mix of paper records and digital files stored on shared drives, email systems, or portable storage devices. Common during transitional phases but often results in duplication and inconsistent organization.
- Electronic Document Management Systems (EDMS): Digital systems focused on storage, version control, indexing, and retrieval, useful for managing active documents and improving workflow efficiency.
- Electronic Records Management Systems (ERMS): Tools ensuring records meet legal, archival, and compliance requirements, with emphasis on long-term preservation, security, and audit trails.
- Electronic Documents and Records Management Systems (EDRMS): Integrated systems combining EDMS and ERMS functionalities, providing end-to-end lifecycle management, access control, and organizational-wide interoperability.

The NSS's approach to DRM remains predominantly pre-digital, characterized by heavy reliance on paper-based systems or unstructured digital files. Only 26.5% of institutions reported using an EDRMS, confirming that structured digital records management is still limited. Among those not currently using EDRMS, 80.0% cited lack of awareness as the main barrier. This indicates that the challenge is not only infrastructural but also informational, many institutions do not fully understand the role or benefits of EDRMS. Figure 5 below show the percentage of institutions currently using EDRMS.

Figure 3.4.3: *EDRMS prevalence*

Despite this, there is overwhelming consensus for reform: 97.1% of institutions expressed support for an NSS-wide EDRMS, as shown by Figure 6 below. This provides a strong mandate for NSDS III to prioritize awareness-raising, capacity building, and coordinated investment in records management systems.

Figure 3-7: *Support for NSS-wide EDRMS*

NSDS III can leverage the near-universal support to establish a centralized, interoperable EDRMS framework. Such a system will ensure integrity, traceability, accountability, efficiency, and long-term preservation of data and metadata—safeguarding institutional memory and strengthening evidence-based governance across the NSS.

3.5 Strategic Planning and Institutional Alignment

A forward-looking and cohesive NSS requires not only operational capacity but also strategic foresight and institutional alignment. Effective strategic planning provides the foundation for coordinated, predictable, and well-resourced statistical production, enabling institutions to move beyond ad-hoc activities and operate within clear frameworks that link their mandates and resources to national development goals and global reporting requirements. This section examines the extent of structured planning across the NSS, how these plans are formulated and supported, and the degree to which they align with national development priorities and emerging direction of NSDS III.

The assessment reveals a system with clear strategic intentions but uneven planning maturity, characterized by significant gaps in adoption, alignment, and stakeholder integration.

3.5.1 Adoption and Development of Statistics Plans

A critical finding is fragmented adoption of formal planning across the NSS. Only 50.0% of institutions have a documented Statistics Plan, exposing a foundational gap that undermines system-wide coordinated and predictability. Among institutions without a plan, there are signs of progress, with 35.3% currently preparing; however, the majority (64.7%) have no active development process, indicating a key area requiring targeted support and capacity building to elevate strategic practices across entire system.

Figure 3.5.1: *Status of institutional statistics plan*

While this milestone demonstrates a foundational level of strategic engagement for half of the system, it also exposes a significant planning gap across the NSS. This inconsistency indicates that while institutions recognize the importance of planning, practices remain fragmented, undermining the potential for a harmonized and fully coordinated statistical system.

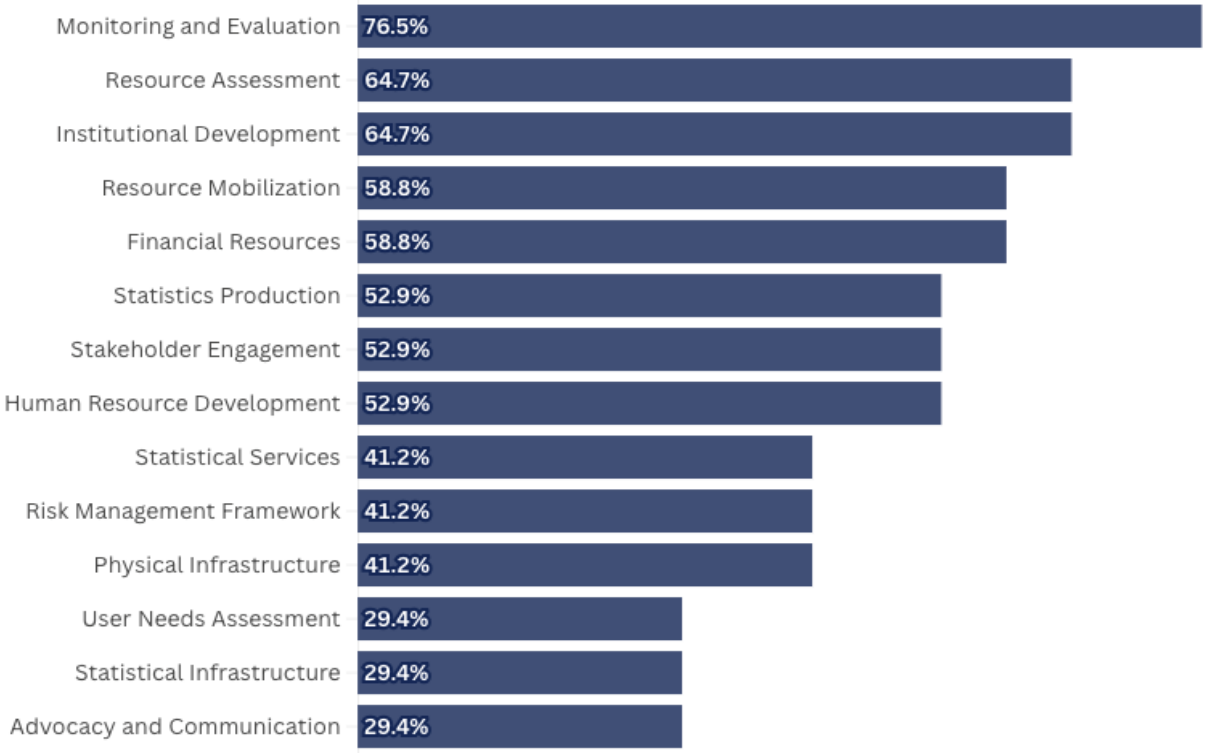
3.5.2 Strategic Focus and Influencing Framework

The assessment reveals that institutions with Statistics Plans place strong emphasis on internal institutional strengthening and accountability. The most prominent areas as Monitoring and

Evaluation (76.5%), Resource Assessment (64.7%), and Institutional Development (64.7%), reflecting a system that priorities organizational capacity and compliance.

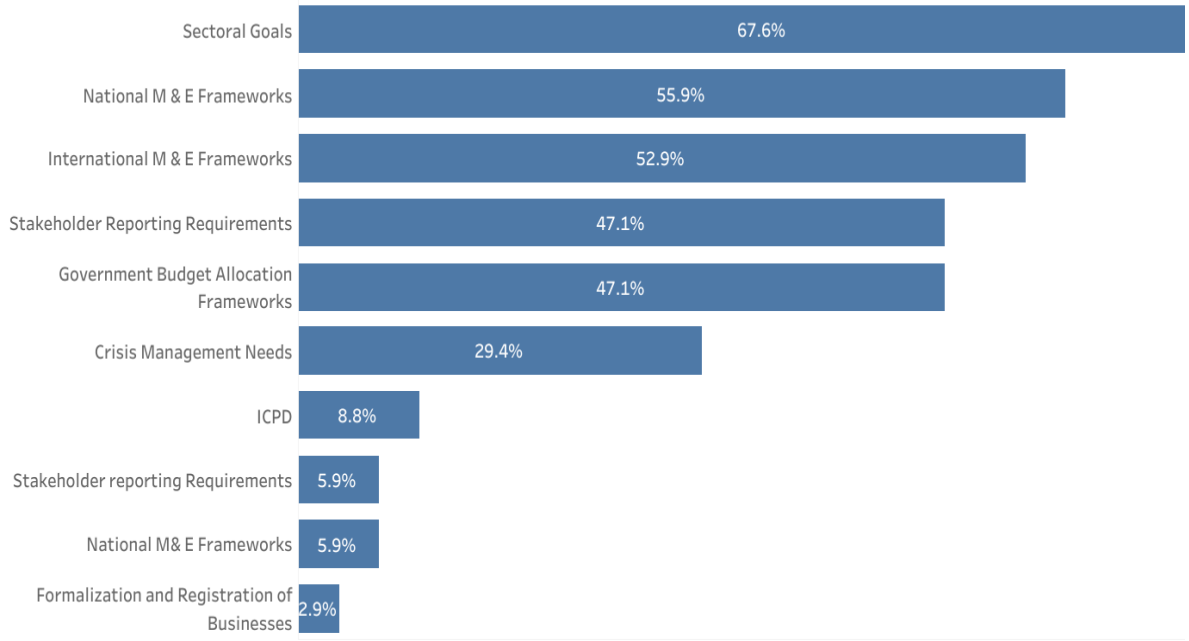
Yet this internal robustness often comes at the expense of external and user-centric elements. Foundational areas such as User Needs Assessment (29.4%) and Advocacy and Communication (29.4%) are critically underrepresented in existing plans. This imbalance suggests that while institutions are reinforcing internal processes, they are not adequately planning to understand or respond to the needs of the wider data user community.

Figure 3.5.2-a: *Frameworks influencing data production*



The development of these plans is primarily shaped by compliance frameworks. Legal Mandates (64.7%) and Institutional Policies (64.7%) are the strongest influences on data collection, while Sectoral Goals (67.6%) drive data priorities. International frameworks such as the SDGs (52.9%) exert some influence, but the official National Data Strategy (38.2%) has significantly less impact. This reveals a strategic disconnect: institutions are responsive to global and compliance pressures, yet national coherence remains weak.

Figure 3.5.2-b: *Frameworks influencing data priorities*



3.5.3 Alignment Intentions and Readiness for NSDS III

Beyond the current content of existing plans, a critical indicator of future system coherence is whether institutions, particularly those yet to develop their Statistics Plans, intend to align their frameworks with the forthcoming NSDS III. The success of the national strategy depends on its ability to serve as the central organizing framework for statistical production across the NSS. Institutional readiness and willingness to align therefore provide a key measure of the system's future coordination trajectory.

The assessment reveals a significant gap in forward-looking alignment. A majority of institutions (57.9%) reported that they do not plan to align their upcoming Statistics Plans with NSDS III, while only 15.8% indicated that such alignment is under development. This intention gap presents a systemic risk: without explicit alignment, future institutional planning cycles may reinforce fragmentation, undermine harmonization efforts, and limit the NSS's ability to function as a coordinated system.

This low level of planned alignment also points to broader underlying challenges. These may include limited awareness of NSDS III, unclear mandates for statistical planning, or insufficient technical capacity to translate national strategic priorities into sectoral plans. Addressing these readiness gaps is therefore essential. Without early and deliberate efforts to build institutional commitment and capacity for alignment, the implementation of NSDS III risks being constrained from the outset.

3.5.4 Stakeholder Engagement and Feedback Mechanisms

Stakeholder engagement is not just a principle of good governance, it is a practical necessity for ensuring excellence throughout the entire data lifecycle, from production and communication to

the effective use of high-quality data and official statistics. To be truly user-centric, the NSS must be built on a foundation of structured and purposeful dialogue with all its stakeholders. This engagement is the primary mechanism that ensures statistical products are fit-for-purpose, builds public trust, and drives their widespread use. Formal feedback mechanisms are critical for accountability and continuous improvement.

However, the assessment reveals that current stakeholder engagement practices are heavily skewed towards internal and established partners, creating a pronounced "producer-centric" bias. Engagement is strongest with Internal Staff (82.4%) and Collaborative Partners (76.5%), but significantly weaker with essential external groups like the Users of Our Statistical Products (41.2%) and Civil Society Organizations (CSOs) (32.4%). This imbalance restricts the system's ability to respond to evolving user needs, limits demand-driven production, and reduces the overall relevance and usability of outputs. It also constrains the adoption of innovative data practices, such as the use of Non-Traditional Data Sources (NTDS).

The challenge is further compounded by the limited existence of formalized feedback channels. Nearly one-quarter of institutions (23.5%) report having no mechanism for stakeholders to provide input into planning processes, while an additional 32.4% are unsure whether such mechanisms exist. This combination of absence and uncertainty suggests that when feedback does occur, it may be informal, inconsistent, or undocumented. Without structured feedback loops, planning remains siloed, inward-looking, and disconnected from the needs of the broader data ecosystem.

These gaps represent a significant barrier to achieving a responsive, user-driven NSS. Strengthening engagement structures and institutionalizing feedback mechanisms will be essential to the successful implementation of the NSDS III. The strategy's success depends on inclusive planning, transparent communication, and the systematic integration of user needs into statistical production.

3.5.5 Resource Allocation and Implementation Readiness

The effectiveness of any strategy depends not only on its design but also on the adequacy of the resources committed to its implementation, human, financial, and technological. Budget decisions reveal clear institutional priorities, but these priorities must be accompanied by corresponding investments in skills, systems, and governance structures to translate strategic intent operational reality. Without sufficient investment in both operational and developmental needs, even well-structured plans risk remaining aspirational rather than actionable. Assessing resource allocation therefore provides critical insights into how prepared institutions are to implement their plans and highlights potential gaps between strategic ambition and operational capacity.

The assessment reveals that resource allocation within existing statistics plans is heavily concentrated on internal capacity and core production activities. Priorities are clearly given to Staff Development (79.4%), Data Collection and Processing Costs (70.6%), and Data Storage and Maintenance (67.6%). While investment in these areas is essential, it is not balanced with corresponding investment in external-facing functions.

However, long-term sustainability measures are less consistently addressed. Only 52.9% of institutions reported allocations for software and hardware upgrades, 50.0% for salaries and benefits, and just 26.5% for contingency funds. Strikingly, only 2.9% reported allocations for institutional websites, and another 2.9% indicated no allocations at all. This underinvestment in modernization and resilience raises concerns about the system's ability to adapt to technological change, manage risks, and ensure continuity in the face of shocks.

Closing the gap between strategic ambition and operational reality will require a more balanced resource strategy that ensures the adequacy of funding for both immediate operational needs and the complementary technological and institutional foundations for long-term success.

3.6 Data Production and Quality

Data Production and Quality refers to the technical and operational processes through which institutions within the NSS generate data and official statistics. It encompasses the sources of data they rely on, the conceptual frameworks and data models that guide instrument design, the methods and technologies used to collect and process data and/or information, the application of quality assurance standards, metadata and documentation practices, storage and retention systems, and the mechanisms used to share and communicate data. Assessing these components provides insight into the robustness, reliability, and efficiency of the NSS's statistical value chain. Data production and quality therefore form the foundation of a credible and trusted NSS. The quality and reliability of these production processes ultimately determine the NSS's ability to serve diverse users, from policymakers and planners to researchers, development partners, and citizens, with statistics that are fit-for-purpose and support evidence-based decision-making aligned with the ARREST Agenda for Development.

Building on upon the institutional coordination arrangements discussed in "*Section 3.3 Institutional Landscape, Mandates, and Coordination Models*," this section examines the technical processes, data sources, data modelling approaches, methodologies, and quality assurance mechanisms that underpin the production of data and official statistics across the NSS.

3.6.1 Data Sources and Production Models

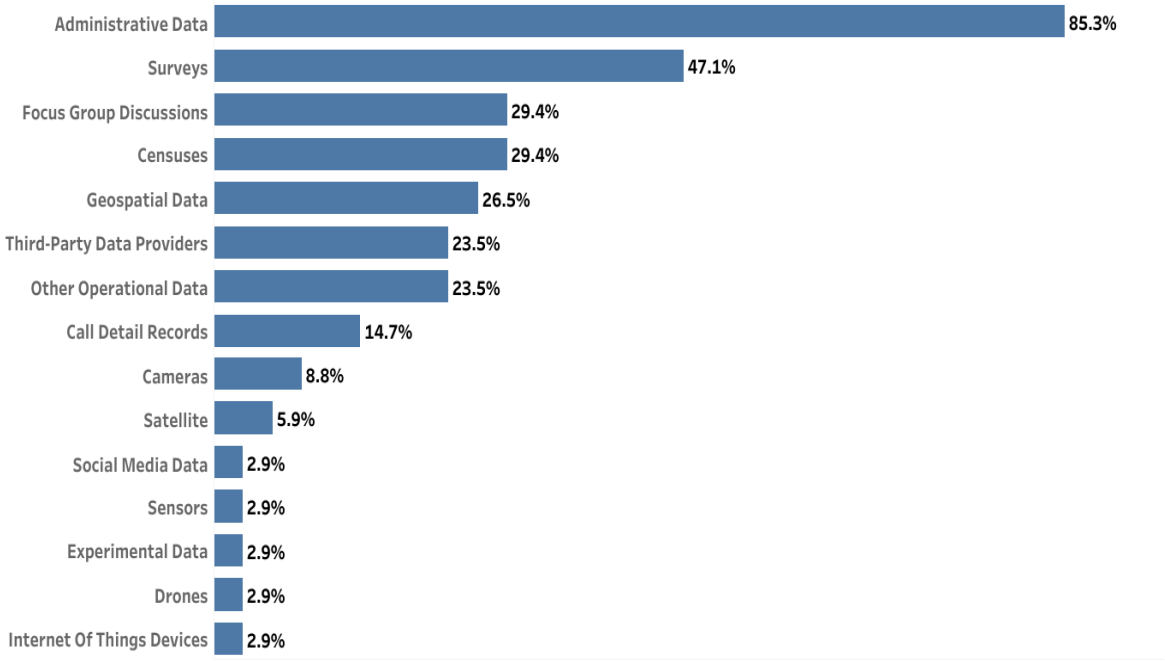
The effectiveness, agility, and trustworthiness of a national statistical system are fundamentally shaped by the diversity of its data sources and the methodologies used to collect them. Data sources refer to the primary origins of data and/or information—ranging from traditional foundations like administrative records, censuses, and surveys, as well as emerging and non-traditional sources such as social media platforms, geospatial technologies, and sensor data. Collection practices describe the methods and technologies institutions employ to transform these sources into usable statistics, determining efficiency, timeliness, and credibility.

Primary Sources of Data Collection (Q85)

The assessment reveals that Liberia's NSS is heavily reliant on a limited set of traditional data sources. Administrative data (85.3%) and surveys (47.1%) dominate institutional practices, while censuses (29.4%) and focus group discussions (29.4%) play secondary roles. By contrast, innovative sources such as geospatial data (26.5%), third-party providers (23.5%), and satellite

imagery (5.9%) remain underutilized. Cutting-edge sources like social media, sensors, IoT devices, drones, and experimental data are barely present (2.9% each).

Figure 3.6.1-a: *Primary sources of data collection*



Non-Traditional Data Sources (NTDS)

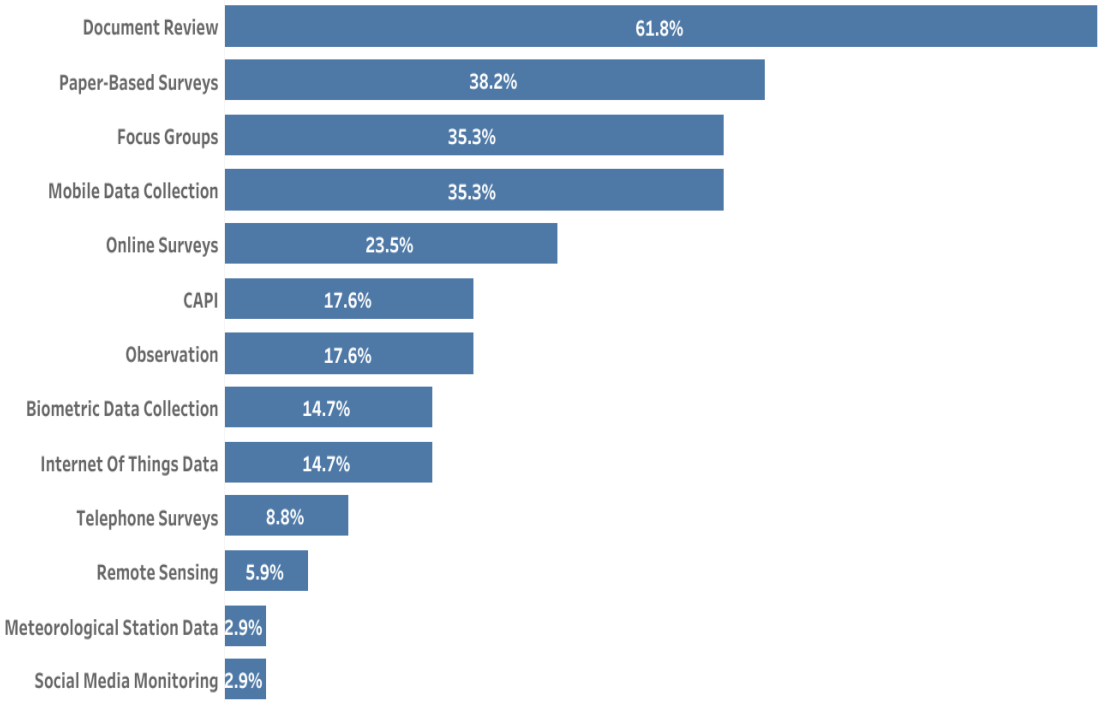
Beyond traditional sources, the assessment highlights the limited but growing use of NTDS. Currently, only 38.2% of institutions report using NTDS, such as social media data, citizen-generated inputs, IoT devices, and sensors. However, 85.7% of institutions expressed interest in exploring NTDS within the next 12 months, signaling strong momentum toward diversification.

While NTDS adoption is still at an early stage, the high level of institutional interest suggests that NSDS III can catalyze this transition by providing frameworks for validation, interoperability, and ethical use. Harnessing NTDS will expand the NSS's ability to capture real-time, multidimensional realities and strengthen responsiveness to national priorities.

Current Data Collection Methodologies

Institutions report reliance on *document review* (61.8%), *paper-based surveys* (38.2%), and *focus groups* (35.3%) as their dominant methodologies. While *mobile data collection* (35.3%) and *online surveys* (23.5%) are emerging, they remain secondary. More advanced methods such as *CAPI* (17.6%), *biometric data collection* (14.7%), *IoT data* (14.7%), and *remote sensing* (5.9%) are used by only a minority of institutions.

Figure 3.6.1-b: *Current data collection methodologies*



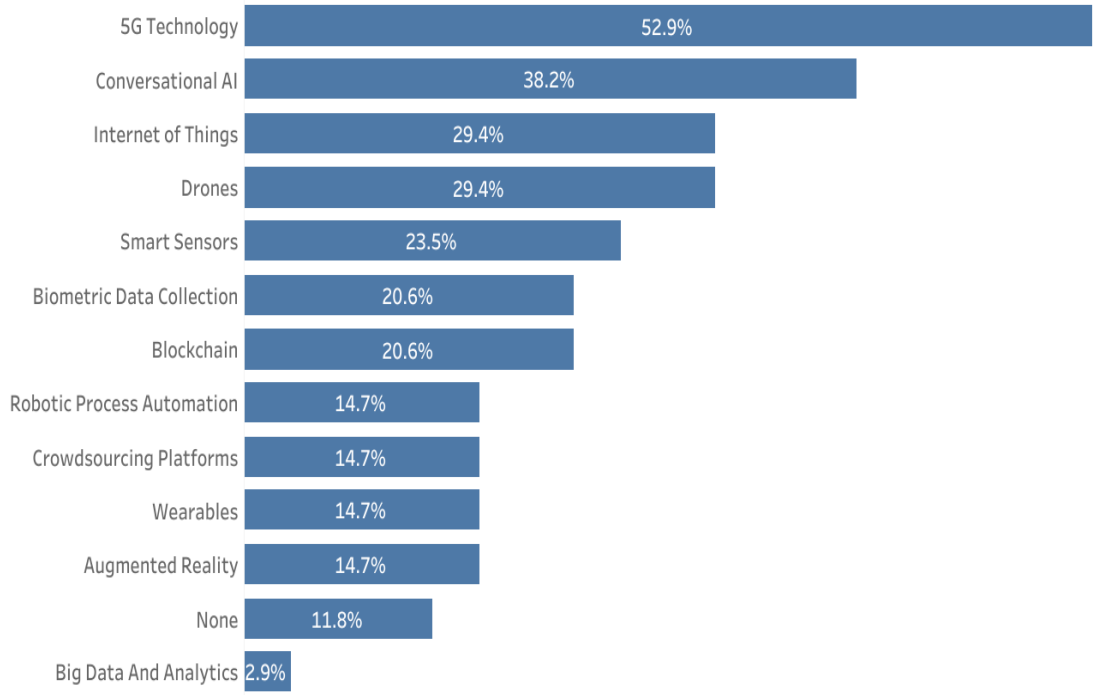
Innovative Data Collection Technologies Under Consideration

Some institutions are beginning to explore mobile applications for real-time data collection (47.1%), 5G technology (35.3%), and biometric data collection (26.5%). Other innovations under consideration include conversational AI (20.6%), remote sensing (17.6%), crowdsourcing platforms (14.7%), drones (14.7%), and IoT data (14.7%). However, uptake remains uneven and largely at the pilot stage.

Emerging Data Collection Technologies

Looking ahead, institutions expressed interest in 5G technology (52.9%), conversational AI (38.2%), IoT devices (29.4%), and drones (29.4%). Smart sensors (23.5%), blockchain (20.6%), and biometric data collection (20.6%) are also being considered. Yet, advanced technologies such as augmented reality (14.7%) and big data analytics (2.9%) remain marginal.

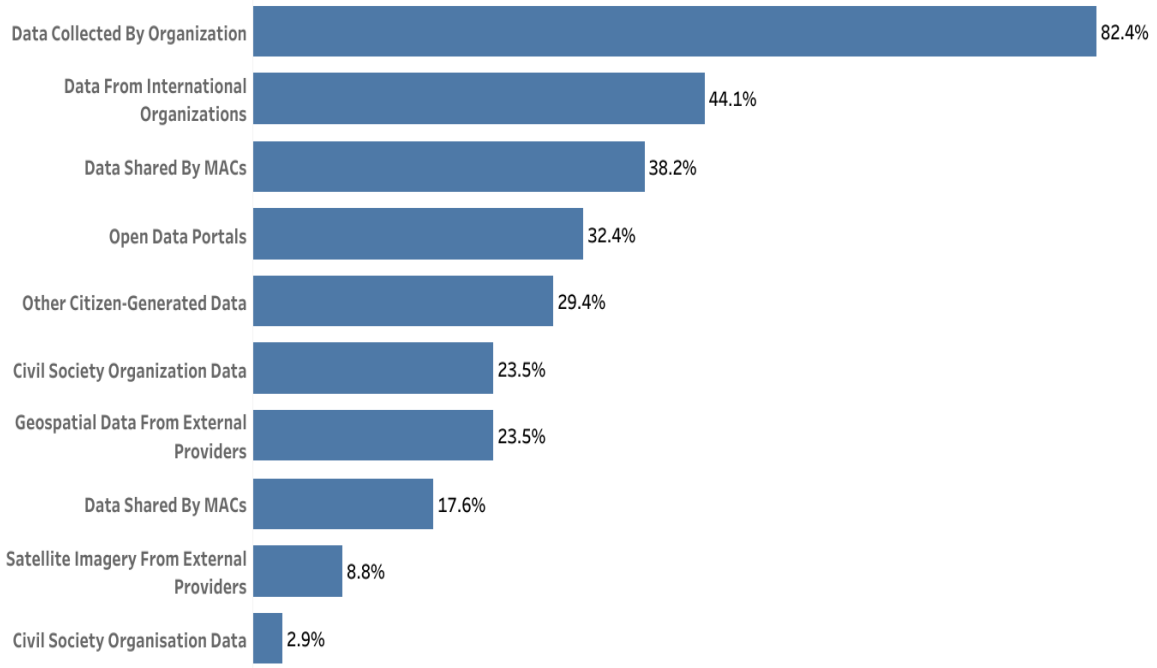
Figure 3.6.1-c: *Emerging data collection technologies under consideration*



Institutional Primary Sources

At the institutional level, data collected directly by organizations (82.4%) is the dominant primary source. Other sources include data from international organizations (44.1%), data shared by MACs (38.2%), and open data portals (32.4%). Citizen-generated data (29.4%) and civil society organization data (23.5%) are less frequently used, while geospatial data from external providers (23.5%) and satellite imagery (8.8%) remain niche.

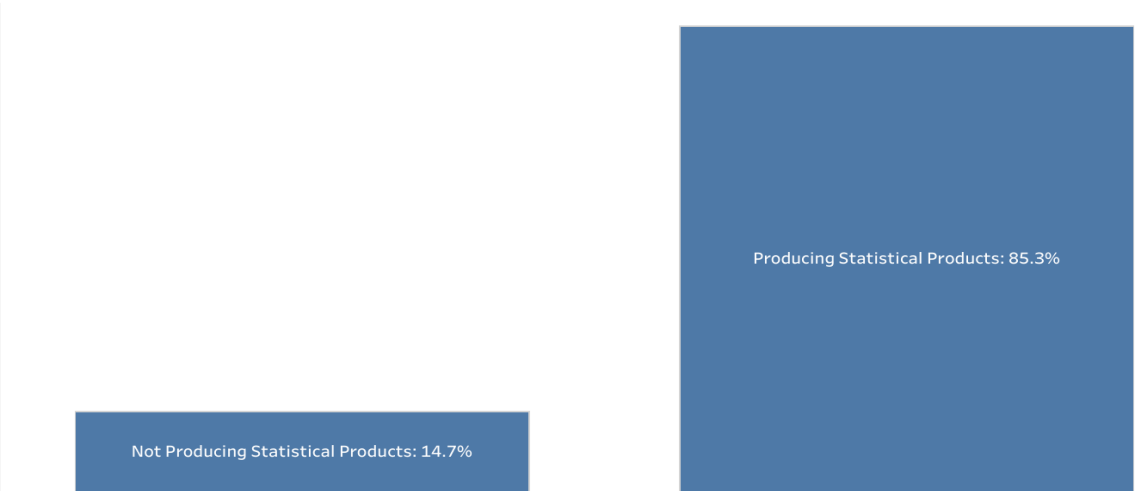
Figure 3.6.1-d: *Institutional primary sources of data*



Production of Statistical Products

Encouragingly, 85.3% of institutions reported producing statistical products, indicating widespread engagement in statistical activities across the NSS. However, 14.7% of institutions reported that they do not produce any statistical products. This response is less likely to reflect an absence of data generation or use, and more indicative of a limited understanding of what constitute a statistical product. In many cases, routine operational outputs, such as counts, summaries, indicators, and internally used figures, are not recognized as statistics. This finding highlights a clear need for targeted data literacy education to strengthen conceptual understanding of data, processing, and statistical products, and to help institutions better recognize and articulate their role in statistical production within the NSS.

Figure 3.6.1-e: *Production of statistical products*



3.7 Workforce Capacity, Skill Mix, and Composition in the NSS

Introduction

A capable, sustainable, and strategically managed workforce is a foundational pillar of an effective NSS. Anchored in the "Golden Triangle" of People, Processes, and Technology, NSDS III recognizes that the human dimension, encompassing staffing structures, competency alignment, and equitable access to talent, is central to the system's ability to produce, communicate, and use high-quality, fit-for-purpose data and official statistics.

This section assesses the current workforce situation across NSS institutions in Liberia, focusing on establishment posts for Statistics Units, staffing levels, the mix of core and applied data professional skills, and workforce composition. The findings highlight patterns, strengths, and imbalances that directly influence the NSS's operational effectiveness and its capacity to meet future demands under NSDS III.

3.7.1 Establishment Posts, Staffing Levels, and Institutional Frameworks

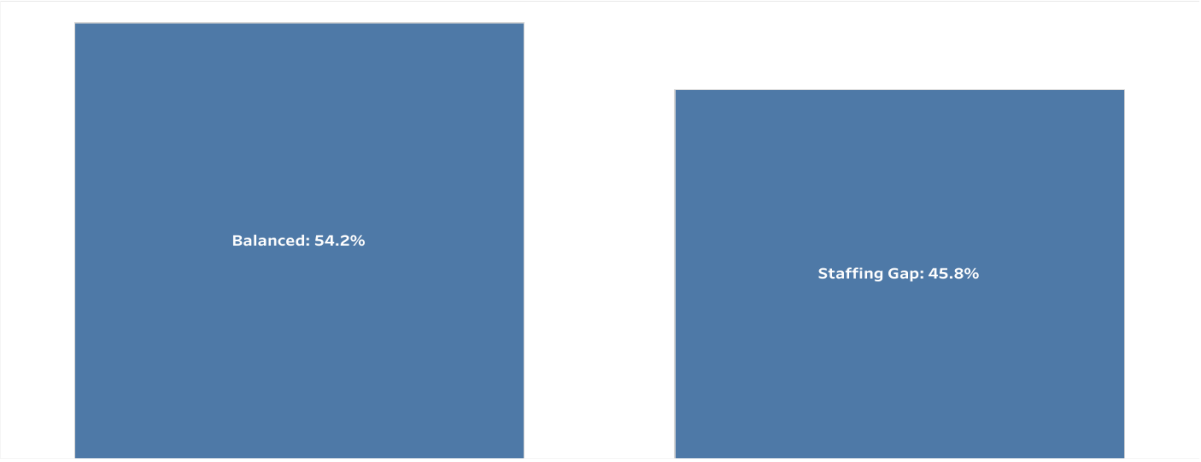
The assessment shows that 24 out of 34 NSS institutions (70.6%) have approved establishment posts for their Statistics Units, while the remaining 10 institutions (29.4%) operate without

approved posts. This reflects progress in the formal institutionalization of statistical functions, while also highlighting gaps where statistical work lacks a formal staffing foundation.

Among institutions with approved posts, nearly half (45.8%) do not staff these posts in line with the approved establishment, with some reporting fewer staff than stipulated and others exceeding approved levels. This indicates a gap between formal staffing provisions and actual deployment, pointing to uneven implementation of workforce structures across the NSS.

Furthermore, among institutions with approved posts, only 20.8% report having formal provisions or targets to promote balanced sex representation in staffing. This indicates that considerations of equitable access and talent pool optimization are not yet widely embedded in formal workforce planning frameworks.

Figure 3.7.1: Alignment between approved establishment posts and actual staffing levels



3.7.2 Skill Mix and Workforce Composition Across the NSS

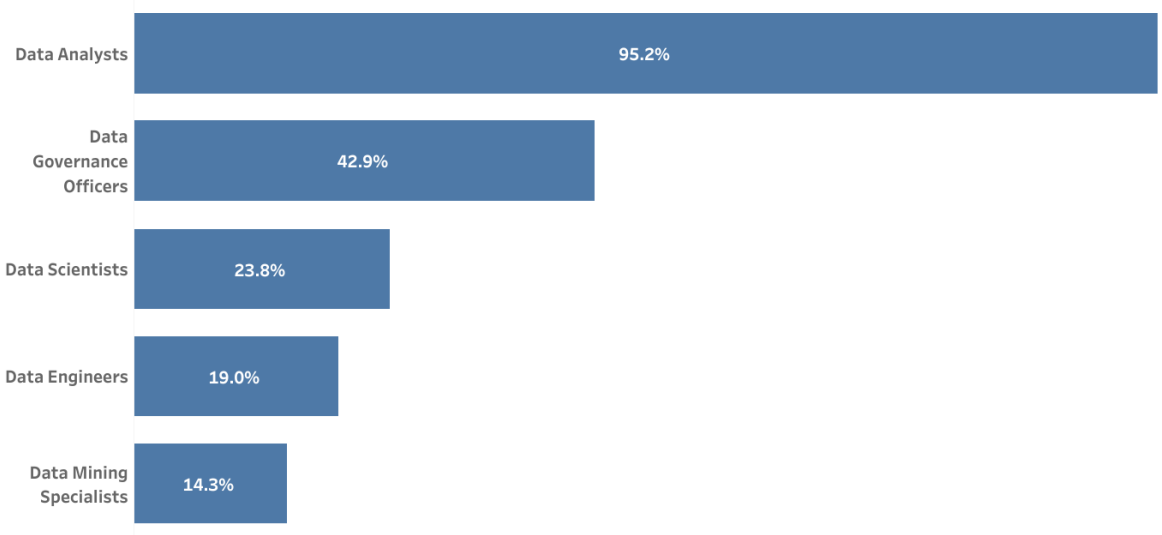
This subsection examines the distribution of professional roles within Statistics Units, with a focus on the balance between core and applied data professional positions. The analysis reflects reported staff designations and functional roles, rather than formal qualifications.

Core Data Professional Positions

The assessment reveals that 61.8% of NSS institutions report at least one core data professional position, while 38.2% report none. Among those with core data roles, Data Analyst positions are the most prevalent (95.2%). Other roles are less widespread: Data Governance Officers (42.9%), Data Scientists (23.8%), and Data Engineers (19.0%). The presence of these roles suggests growing recognition of advanced data functions, but their uneven distribution indicates they are not yet systematically embedded.

A demographic analysis of these roles reveals a pronounced imbalance, with women constituting only 16.7% (28 of 168) of staff in core data positions. This underrepresentation in the most technical specializations suggests a significant challenge in attracting and retaining qualified female talent into the data engineering, science, and governance roles that are technically foundational to the robust and resilient NSS envisaged under NSDS III.

Figure 3.7.2a: Core data professional position types



Note: Figures reflect the presence of reported position titles within institutions, not the number of individuals or their professional qualifications.

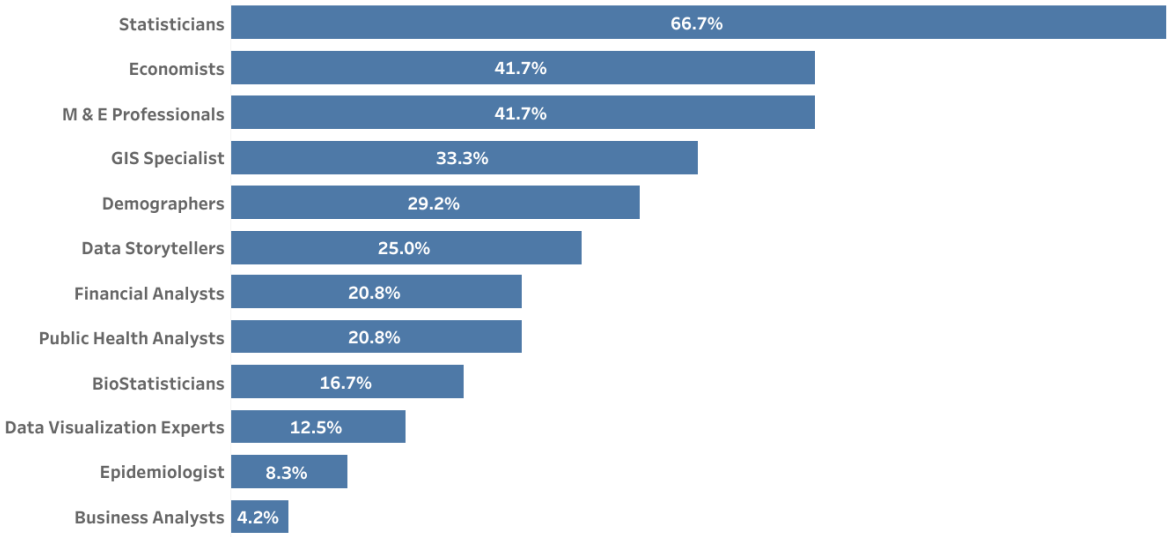
Applied Data Professional Positions

Applied data professional roles remain more widespread across NSS institutions. Statisticians (66.7%), Economists (41.7%), and Monitoring and Evalaution Officers (41.7%) are the most commonly reported roles and continue to form the backbone of sectoral data production, analysis, and reporting.

Emerging roles such as Data Storytellers (25.0%) and Data Visualization Experts (12.5%), are reported by a smaller number of institutions. Thier presence points to early adoption of roles associated with data communication and use, though these functions are not yet mainstreamed across the NSS. While these posts are filled, the mismatch between titles and qualifications limits their effectiveness.

Female representation in these roles is higher than in core positions, at 27.8% (66 of 237), yet a substantial sex gap persists, indicating a broader pattern of underrepresentation across the statistical workforce.

Figure 3.7.2b: Applied data professional positions types



3.7.3 Strategic Imperatives for Workforce Development

The assessment of establishment posts, skill mix, and workforce composition collectively highlights a set of interrelated priorities that are essential for building a robust and resilient NSS under NSDS III.

First, the findings indicate that institutionalization must be accompanied by more strategic talent management. While the prevalence of approved establishment posts represents progress, frequent misalignments between approved posts and actual staffing levels suggest the need for closer attention to workforce planning and deployment across the NSS.

Second, the assessment underscores the urgency of addressing gaps in core data skills, particularly in specialized roles such as Data Engineering and Data Science that are critical to building the foundational data infrastructure of the NSS. The limited availability of staff with these advanced technical competencies constrains the system's ability to adopt and sustain cutting-edge data practices. Current staffing patterns show that most individuals occupying these roles are male, reflecting the composition of the existing technical skills pool rather than differential access to opportunities. Strengthening capacity in these areas therefore requires sustained investment in skills development and professional training to expand the overall pool of qualified personnel, while maintaining rigorous competency standards.

Third, role clarity and competency alignment are prerequisites for workforce effectiveness. The emergence of specialized positions (e.g., Data Storytellers, Governance Officers) is encouraging, but their value depends on incumbents possessing both the requisite skills and authority to act. NSDS III must therefore move institutions beyond nominal titles, ensuring that each role is underpinned by clearly defined competencies, transparent career pathways, and structured professional development. In this way, specialized positions become engines of performance rather than symbolic designations.

CHAPTER 4: STRATEGIC FRAMEWORK AND OBJECTIVES

4.1 Introduction

The NSDS III is positioned not merely as a planning document, but as a Statistical Disruptor and National Change Agent. It is designed to support Liberia in rethinking and re-engineering how data and official statistics are produced, governed, communicated, and used. This strategic modernization aims to drive innovation, strengthen development outcomes, and enhance effective monitoring and evaluation across national and global priorities.

Building on the evidence and insights from the NSS Assessment, this chapter presents the shared strategic Vision, Mission, Purpose, Guiding Principles, Core Values, Conceptual Framework, and six interlinked Strategic Goals with their accompanying Strategic Objectives. Together these elements define the transformation agenda of Liberia's NSS for the next five years.

The strategic framework seeks to transform the NSS into a dynamic, evidence-driven ecosystem capable of supporting digital transformation, inclusive growth, and effective decision-making. Its ultimate success will be measured by the degree to which it aligns with and enables the delivery of Liberia's key development priorities, including the ARREST Agenda for Inclusive Development (2025–2029), the Sustainable Development Goals (SDGs), and the African Union (AU)'s Agenda 2063.

The Strategic Goals and Objectives outlined in this chapter provide a concrete and actionable roadmap for building an agile, innovative, and resilient NSS that delivers high-quality, inclusive, and user-centered data and official statistics for national development.

4.2 Purpose of NSDS III

The NSDS III serves as a comprehensive framework for rebuilding Liberia's statistical capacity and strengthening coordination across institutions responsible for statistical activities. It responds directly to the lessons of NSDS I and II and the findings of the NSS Assessment, which revealed persistent challenges in data quality, institutional coherence, financing, and the use of statistics for decision-making.

The purpose of NSDS III is therefore multifaceted:

- Communicate Essential Information: Produce and communicate the high-quality data required for the effective implementation, monitoring, and evaluation of national and international development agendas.
- Enhance Capacity and Coordination: Improve coordination and harmonization of statistical activities across the NSS.
- Improve Quality: Ensure that national statistics are fit-for-purpose, meeting professional standards and user needs.
- Meet Global Commitments: Equip Liberia with the tools to honor its national and international obligations, including the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063.

- Strengthen the NSS: Integrate all statistical activities into a well-coordinated, harmonized, and efficient national system that is resilient, inclusive, and innovation-ready.

Ultimately, NSDS III seeks to reposition the NSS as a strategic enabler of inclusive development, institutional resilience, and digital transformation, capable of powering Liberia's ARREST Agenda and contributing meaningfully to global data ecosystems.

4.3 Guiding Principles

The design and implementation of the NSDS III are anchored in the following core principles, which define the culture and standards for the transformation of the NSS.

- National Ownership and Leadership: Led by LISGIS, the strategy reflects Liberia's development priorities and governance structures. Its success depends on high-level political support, strong commitment from all NSS institutions, and leadership that champions statistical development as a cornerstone of national progress.
- Inclusivity, Equity, and Collaborative Partnership: The NSS must serve all Liberians, ensuring that data reflects diverse realities and supports inclusive policies. This will be achieved through a consultative approach that actively engages all data producers and users—including government, development partners, the private sector, academia, and civil society.
- Professional Independence, Integrity, and Transparency: Statistical production must be free from political interference, grounded in ethical standards and methodological rigor. All processes will be conducted with the highest levels of transparency to build and maintain public trust.
- Adherence to International Standards and Comparability: The NSS must align with international standards, including the United Nations Fundamental Principles of Official Statistics, to ensure credibility, comparability, and the production of high-quality, trustworthy data.
- User-Centricity and Demand-Driven Production: The NSS will be responsive and accountable to the needs of its users. Data and official statistics will be disseminated in accessible, timely, and usable formats to support evidence-based decision-making at all levels.
- Innovation, Digital Transformation, and Future-Proofing: The NSS must embrace emerging but fit-for-purpose technologies, including AI, geospatial tools, and new data sources. This proactive adoption ensures the system remains efficient, relevant, and resilient in the face of future data demands.
- Sustainability and Resource Optimization: The NSS will pursue efficient, cost-effective, and sustainable financing models. This includes optimizing the use of existing resources, reducing duplication, and securing diversified funding to ensure the long-term viability of the statistical system.

4.4 Core Values

The dynamic nature of data demands an institutional culture that treats data as the foundation for everything it does. The transformation envisioned by NSDS III is therefore built upon the following core values, which define the ethical character and professional conduct of NSS.

Integrity and Trustworthiness: We are the custodians of the nation's data. We uphold truthfulness, objectivity, impartiality, and confidentiality in all statistical operations, earning and maintaining the public's absolute confidence.

Professional Excellence and Accountability: We adhere to the highest standards of methodological rigor, ethical practice, and continuous learning. We hold ourselves accountable for the quality of our work, the use of resources, and the delivery of timely, relevant, and accurate statistics.

Transparency and Service: We operate in an open and accessible manner, proactively communicating our methods and findings. We are dedicated to serving the nation by making data understandable and usable for all, from policymakers to citizens.

Collaboration: We achieve more together. We foster cooperative relationships across NSS institutions and with external partners, breaking down silos to build a unified and effective national system.

Equity and Inclusivity: We promote fairness and inclusiveness in both our workplace and our data. We are committed to ensuring that our statistics reflect the full diversity of Liberia and are used to advance equitable development, leaving no one behind.

4.5 Vision Statement

A trusted, inclusive, interoperable, innovative, and responsive National Statistical System that produces, uses, and communicates high-quality official statistics to power sustainable national transformation.

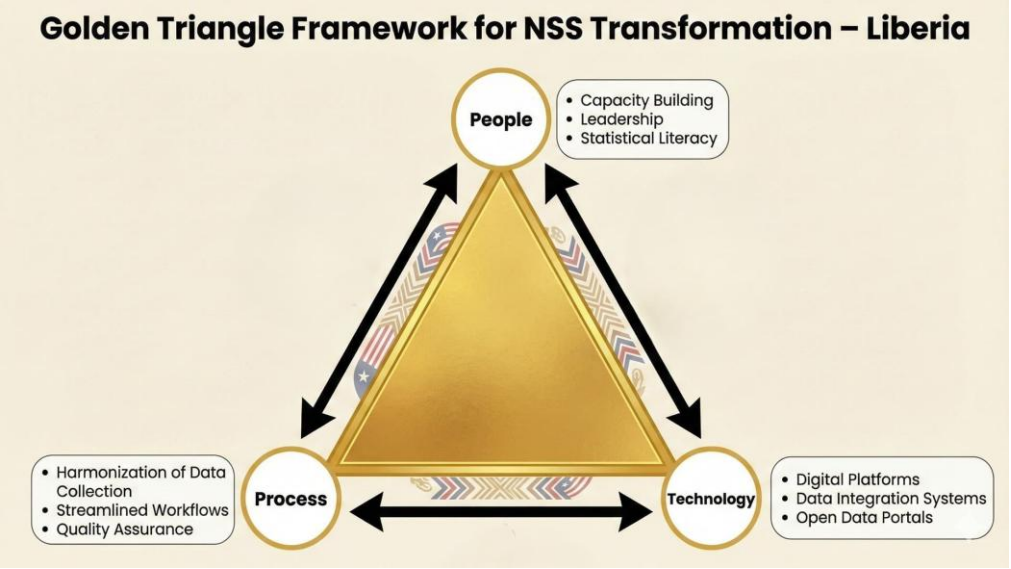
4.6 Mission Statement

An agile, coordinated, user-centric national data ecosystem that builds capacity, drives innovation, produces, uses, and communicates high-quality official statistics to power inclusive and evidence-based national development.

4.7 Conceptual Framework for Transformation

The transformation of the NSS under the NSDS III is anchored in the Golden Triangle framework, a holistic model that identifies People, Processes, and Technology as the three interdependent levers for sustainable change. This framework recognizes that lasting impact requires technical upgrades; it demands a fundamental re-imagination of institutional culture, workflows, and capabilities.

Figure 4.7.1: The Golden Triangle



People: The NSS is powered by individuals, statisticians, demographers, monitoring and evaluation professionals, data analysts, economists, public health analysts, data producers, and users, whose skills, leadership, and commitment determine the system's effectiveness. NSDS III places human capacity at the center of transformation, emphasizing professional development, leadership ownership, and a culture of innovation and accountability. This includes building a future-ready workforce, institutionalizing career pathways, and fostering collaborative learning networks.

Processes: Institutional workflows, governance mechanisms, and coordination structures form the operational backbone of the NSS. NSDS III seeks to re-engineer these processes to promote coherence, efficiency, and responsiveness, from data collection and quality assurance to communication and stakeholder engagement. Strengthening internal systems, harmonizing standards, and embedding ethical governance are key to ensuring institutional resilience and public trust.

Technology: Digital infrastructure, automation tools, geospatial systems, and emerging technologies such as AI, graph databases, knowledge graphs, wearable devices, big data, and cloud platforms are catalysts for modernization. NSDS III champions the strategic adoption of fit-for-purpose technology to enhance data production, management, communication, and interoperability, enabling real-time decision-making while ensuring ethical standards and inclusive access. This includes expanding the use of non-traditional data sources, piloting smart tools, and building secure, interoperable platforms across the NSS.

Together, these three dimensions form a resilient and adaptive architecture for the NSS, one that is capable of delivering high-quality, fit-for-purpose data and official statistics to power inclusive national development.

4.8 Strategic Goals and Objectives

The transformation of the NSS is structured around six interconnected Strategic Goals (SGs), each with corresponding Strategic Objectives (SOs). Together, they operationalize the vision and mission. These goals are explicitly formulated as a direct response to critical gaps and urgent needs identified in the NSS Assessment.

Each Strategic Goal represents a thematic pillar of transformation, ranging from institutional coordination and data governance to capacity development, innovation, inclusivity, and sustainable financing. Together, they define a coherent roadmap for building a data-driven, agile, and adaptive National Statistical System (NSS) capable of supporting evidence-based policymaking and inclusive national development.

NSDS III's Strategic Goals for the LNSS

1. Strategic Goal 1 (SG1): Strengthen Statistical Coordination, Governance, and Trust across the NSS
2. Strategic Goal 2 (SG2): Re-engineer the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics that Drive Effective Policy and Innovation
3. Strategic Goal 3 (SG3): Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS
4. Strategic Goal 4 (SG4): Promote Inclusive Data Use and Embed FAIR Data Principles to Ensure Equitable Access, Interoperability, and Widespread Uptake of Official Statistics Through Effective Stakeholder Engagement
5. Strategic Goal 5 (SG5): Promote Innovation and Build a Resilient National Data Ecosystem that Leverages AI and Emerging Technologies to Support Digital Transformation, Collaboration, and Inclusive Development
6. Strategic Goal 6 (SG6): Secure Sustainable and Innovative Financing Models to Ensure Long-Term Resilience, Autonomy, and Continuous Transformation of the NSS

Strategic Goal 1 (SG1): Strengthen Statistical Coordination, Governance, and Trust across the NSS

Goal Rationale

A coordinated and trusted NSS depends on strong institutions, visionary leadership, effective governance mechanisms, and credible engagement with data users. Strengthening coordination and governance therefore begins with building internal institutional capacity and leadership ownership, followed by establishing coherent national systems that ensure accountability, interoperability, and public trust.

Strategic Objectives (SOs)

SO 1: Strengthen leadership commitment and ownership of the national statistical coordination agenda across all NSS institutions.

Strategic Intent: Ensure that senior management champions statistical reform and provides the mandate, resources, and institutional direction needed to drive coordination, governance, and innovation.

SO 2: Strengthen institutional management systems and internal processes to enhance accountability, efficiency, and performance within the NSS.
Strategic Intent: Improve internal processes, quality assurance, and monitoring systems to support effective implementation of statistical priorities and national coordination efforts.
SO 3: Strengthen institutional coordination and coherence across the National Statistical System through effective governance and collaboration mechanisms.
Strategic Intent: Promote synergized and harmonized statistical activities across all NSS entities to ensure alignment with national development priorities.
SO 4: Enhance data governance, integrity, and compliance by establishing clear policies, standards, and accountability across all data-producing entities.
Strategic Intent: Ensure adherence to harmonized policies and standards that safeguard data quality, ethics, and accountability.
SO 5: Build and sustain public confidence in official statistics through transparency, ethical data practices, and consistent engagement with users and stakeholders.
Strategic Intent: Reinforce credibility and user trust by promoting open, ethical, and user-responsive statistical processes.
SO 6: Promote integrated, evidence-based decision-making by improving data communication, interoperability, and cross-sectoral collaboration across the NSS.
Strategic Intent: Enable seamless data exchange and integrated analytics that support informed policy formulation and monitoring.
Strategic Goal 2 (SG2): Re-engineer the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics that Drive Effective Policy and Innovation

Goal Rationale
Liberia's NSS requires a transformation from traditional, fragmented data production to a dynamic, technology-enabled, and user-focused ecosystem. The NSDS III aims to modernize the full data lifecycle, from design to communication and archiving, ensuring that data and official statistics are of high quality and fit-for-purpose to inform evidence-based policymaking, innovation, and accountability. This goal responds directly to assessment findings that revealed weak methodological standards, limited automation, low use of digital data collection, and inconsistent quality assurance practices across institutions.

Strategic Objectives (SOs)
SO 1: Modernize statistical production processes by adopting innovative, digital, and automated data collection, processing, and archiving technologies.
Strategic Intent: Transform data production workflows through the use of mobile, web-based, and other digital tools to enhance efficiency, reduce errors, and ensure high-quality data and official statistics.
SO 2: Institutionalize quality assurance and methodological standards across all NSS entities to ensure consistency, reliability, and comparability of official statistics.
Strategic Intent: Establish a harmonized quality assurance framework and standard operating procedures that uphold the principles of accuracy, completeness, coherence, and integrity across the data lifecycle.

SO 3: Strengthen data architecture, modeling, and metadata management to promote structured, interoperable, and scalable data systems.
Strategic Intent: Enhance the design, documentation, and storage of data through robust modeling and metadata practices that enable integration and discoverability across institutions.
SO 4: Foster user-centered statistical communication through data visualization, open access, and interactive communication platforms.
Strategic Intent: Improve user engagement and accessibility by developing visual and multi-channel platforms that make data communication more transparent, dynamic, and impactful.
SO 5: Integrate non-traditional and emerging data sources into the national statistical production system.
Strategic Intent: Broaden the scope and relevance of official statistics by leveraging geospatial, administrative, and big data sources while ensuring compliance with national quality and ethical standards.
SO 6: Strengthen coordination between data producers and users to ensure that statistical outputs are policy-relevant and demand-driven.
Strategic Intent: Institutionalize continuous dialogue and collaboration between data producers, policymakers, academia, and the private sector to ensure relevance and usability.
Strategic Goal 3 (SG3): Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS

Goal Rationale
A data-driven, agile, and adaptive NSS depends on skilled professionals, empowered institutions, and a culture of continuous learning. The assessment of Liberia's NSS revealed limited availability of specialized data professionals, such as data scientists, engineers, and statisticians, and weak institutional systems for professional growth, leadership development, and succession planning. The NSDS III therefore places human and institutional capacity at the center of transformation, ensuring that statistical institutions are staffed, motivated, and capable of leveraging emerging technologies and data sources.

Strategic Objectives (SOs)
SO 1: Strengthen national capacity development systems to ensure a skilled, professional, and future-ready NSS workforce.
Strategic Intent: Institutionalize continuous, competency-based learning and professional development to equip statisticians and data professionals with emerging technical and leadership skills.

SO 2: Enhance institutional structures and human resource systems to support efficiency, accountability, and career growth within the NSS.
Strategic Intent: Ensure that NSS institutions are equipped with appropriate staffing frameworks, incentives, and organizational systems that promote performance and innovation.

SO 3: Institutionalize professional standards, and career pathways for core and applied data professionals, and foster collaborative Learning Networks.

Strategic Intent: Promote professionalism, recognition, and collaboration among data and statistical careers through standardized qualifications and performance-based advancement mechanisms, and knowledge sharing networks.

SO 4: Foster a culture of innovation, leadership, and accountability across NSS institutions.
Strategic Intent: Build a results-oriented and forward-thinking institutional culture that encourages creativity, inclusivity, and responsible leadership.

Strategic Goal 4 (SG4): Promote Inclusive Data Use and Embed FAIR Data Principles to Ensure Equitable Access, Interoperability, and Widespread Uptake of Official Statistics Through Effective Stakeholder Engagement

Goal Rationale
Equitable access to quality data is essential for inclusion, transparency, and accountability. Liberia's NSDS III seeks to ensure that official statistics are not only produced efficiently but also used widely by policymakers, civil society, media, academia, and the private sector. Embedding FAIR (Findable, Accessible, Interoperable, and Reusable) data principles will enhance trust, transparency, and inclusivity in data use. This goal aims to build a culture where data is openly available, effectively communicated, and used to drive equitable national development.

Strategic Objectives (SOs)
SO 1: Strengthen national data access and communication frameworks to ensure equitable and inclusive use of official statistics.
Strategic Intent: Guarantee that all stakeholders have equitable access to fit-for-purpose data and statistics.

SO 2: Institutionalize FAIR data principles across the NSS to enhance data findability, accessibility, interoperability, and reusability.
Strategic Intent: Ensure that data management systems across institutions adhere to global standards that promote openness, consistency, and integration.

SO 3: Promote inclusive and participatory data ecosystems that amplify the voices and needs of marginalized and underrepresented groups.
Strategic Intent: Strengthen inclusivity by embedding gender, disability, and regional equity perspectives into statistical production and communication.

SO 4: Enhance data literacy and user engagement to promote an evidence-based culture across all levels of decision-making.
Strategic Intent: Build national capacity for data interpretation, visualization, and storytelling, enabling diverse users to transform data into actionable insights.

SO 5: Strengthen partnerships and collaboration with media, academia, and civil society to promote data communication and public awareness.

Strategic Intent: Foster a culture of transparency and accountability by encouraging public dialogue and communication based on official statistics.

Strategic Goal 5 (SG5): Promote Innovation and Build a Resilient National Data Ecosystem that Leverages AI and Emerging Technologies to Support Digital Transformation, Collaboration, and Inclusive Development

Goal Rationale

Emerging technologies such as Artificial Intelligence (AI), machine learning, and automation are reshaping how data is collected, analyzed, and used. Liberia's NSDS III positions innovation and technology as catalysts for a resilient, integrated, and future-oriented data ecosystem. This goal seeks to enhance innovation readiness, accelerate the adoption of emerging technologies, and foster collaboration across government and private sectors to support digital transformation and inclusive growth.

Strategic Objectives (SOs)

SO 1: Strengthen national innovation and technology adoption capacity within the NSS.

Strategic Intent: Enhance readiness for digital transformation by building institutional competencies and technical infrastructure for the use of AI, automation, and emerging technologies.

SO 2: Institutionalize frameworks and policies that promote safe, ethical, and inclusive use of AI and emerging technologies for official statistics.

Strategic Intent: Ensure that technology adoption aligns with ethical standards, privacy principles, and national priorities.

SO 3: Expand the use of non-traditional data sources and advanced analytics to enhance predictive, real-time, and responsive decision-making.

Strategic Intent: Strengthen the use of social media, geospatial, administrative, and big data sources to enrich official statistics and improve analytical capacity.

SO 4: Foster innovation partnerships between government, academia, private sector, and technology communities to accelerate data ecosystem growth.

Strategic Intent: Promote cross-sector collaboration to co-create innovative data solutions, pilot technologies, and share expertise across the NSS.

SO 5: Strengthen the resilience and interoperability of the national data infrastructure.

Strategic Intent: Ensure data systems are secure, integrated, and capable of supporting sustained innovation and collaboration across sectors.

Strategic Goal 6 (SG6): Secure Sustainable and Innovative Financing Models to Ensure Long-Term Resilience, Autonomy, and Continuous Transformation of the NSS

Goal Rationale

Effective statistical systems require stable, predictable, and innovative financing. The assessment of Liberia's NSS revealed limited and irregular funding, dependence on external support, and lack of coordinated financial planning for statistical activities. NSDS III seeks to establish sustainable financing models that ensure long-term resilience, autonomy, and innovation. This goal emphasizes domestic resource mobilization, value-for-money principles, and strategic partnerships to sustain the transformation of the NSS.
Strategic Objectives (SOs)

SO 1: Establish sustainable and diversified financing mechanisms for the NSS.
Strategic Intent: Secure predictable, multi-source funding from government, development partners, and private sector to support statistical operations and modernization.

SO 2: Integrate statistical financing into national development and budgeting frameworks.
Strategic Intent: Institutionalize statistics as a budgeted component of national and sectoral development plans to ensure consistent resource allocation and accountability.

SO 3: Strengthen financial governance, efficiency, and value-for-money in statistical operations.
Strategic Intent: Promote cost-effective data production through shared infrastructure, digital tools, and coordinated investments that reduce duplication and waste.

SO 4: Foster partnerships and innovative financing models, including public–private collaborations, to support continuous transformation of the NSS
Strategic Intent: Mobilize additional resources and technical support through innovative financing approaches that sustain reform and drive digital innovation.

SO 5: Build institutional capacity for resource planning, mobilization, and financial accountability.
Strategic Intent: Strengthen financial management capabilities within NSS institutions to enhance transparency, accountability, and sustainability of funding.

4.9 Institutional Alignment and Stakeholder Responsibility Matrix

Below is a governance-grade RACI mapping across SG1–SG5.
Key:

- **R = Responsible (executes)**
- **A = Accountable (ultimate authority)**
- **C = Consulted**
- **I = Informed**

RACI Matrix – NSDS III

Strategic Goal	LISGIS Lead Dept	DG LISGIS	Sector Ministries	Agencies (CBL, LRA, EPA etc.)	National Statistics Council
SG1 – Governance & Legal Framework	Administration	A	C	C	I / Oversight
SG2 – Statistical Infrastructure	Information and Dissemination	A	C	R (admin data providers)	I
SG3 – Statistical Production	Statistics & Data Processing	A	R (sector data)	R	I
SG4 – Dissemination & Data Use	Information and Dissemination	A	C	C	I
SG5 – Capacity Development	HR + Training	A	C	C	I

Results-Based Logical Framework (Outputs → Outcomes → Stakeholders)

NSDS III Results Framework
SG1: Institutional & Legal Framework

Level	Statement	Stakeholders
Output	Revised Statistics Act implemented; NSS coordination mechanisms operational	LISGIS Legal Unit, Justice Ministry
Outcome	Improved coordination and compliance within NSS	Sector Ministries, Agencies
Impact	Strong, coherent National Statistical System	Government of Liberia

SG2: Statistical Infrastructure

Level	Statement	Stakeholders
Output	National data standards adopted; integrated data systems operational	LISGIS ICT, Methodology Unit
Outcome	Harmonized and interoperable datasets	Ministries, CBL, LRA, EPA
Impact	Reliable, comparable national statistics	Policymakers, Development Partners

SG3: Statistical Production

Level	Statement	Stakeholders
Output	Timely surveys, administrative datasets, national accounts	LISGIS Sector Depts, Ministries
Outcome	Improved evidence for sector planning	Health, Education, Agriculture, Finance
Impact	Evidence-based policy & development planning	Government & Citizens

SG4: Dissemination & Use

Level	Statement	Stakeholders
Output	Data portal operational; regular publications released	Information and Dissemination
Outcome	Increased data access and utilization	Parliament, Media, CSOs
Impact	Transparent governance and public accountability	Citizens

SG5: Capacity Development

Level	Statement	Stakeholders
Output	Staff trained; sector statistical units strengthened	HR, Sector Ministries
Outcome	Sustainable statistical production capacity	NSS Institutions
Impact	Resilient statistical system	Liberia

CHAPTER 5: IMPLEMENTATION PLAN FRAMEWORK

5.1 Introduction

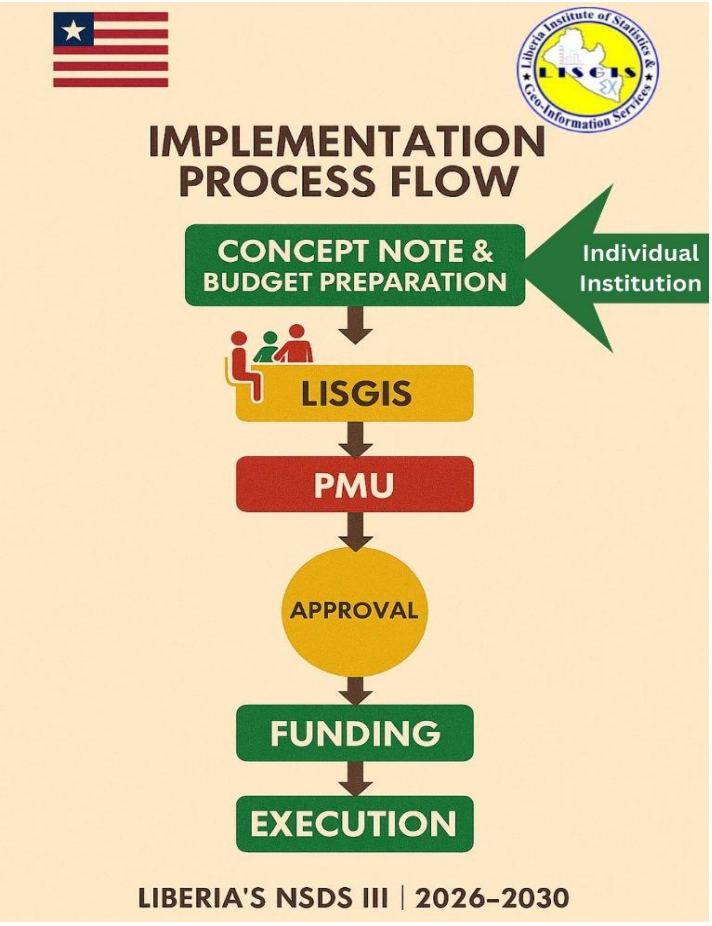
This chapter presents the institutional, operational, financial, and monitoring arrangements for implementing Liberia's NSDS III, 2026–2030. The implementation framework is designed to reflect the decentralized nature of Liberia's NSS, where each institution implements activities aligned to its mandate, while LISGIS serves as the national coordinating authority for official statistics.

Implementation of NSDS III shall be results-oriented, institution-led, and fully aligned with national development priorities and the Public Financial Management framework of the Government of Liberia.

5.2 Institutional Framework for Implementation

Implementation of NSDS III shall be undertaken by the full range of NSS institutions, including Ministries, Agencies, Commissions, academic institutions, and other authorized data-producing entities.

***Figure 5.2.1**: Implementation process flow*



5.2.1 Implementing Institutions

- Each institution is responsible for designing, costing, and executing activities aligned with relevant Strategic Goals and Strategic Objectives.
- Institutions may implement activities under one or more Strategic Goals, depending on institutional mandate and capacity.
- No institution is compelled to implement activities under all Strategic Goals.

5.2.2 Coordinating Institution (LISGIS)

LISGIS shall:

- Provide overall technical coordination of NSDS III implementation;
- Validate Concept Notes and technical designs of institutional activities;
- Ensure methodological consistency and statistical standards across the NSS;
- Consolidate implementation progress reports; and
- Serve as secretariat to the National Statistics Council (NSC).

5.2.3 Oversight Authority (National Statistics Council)

The NSC shall provide:

- Strategic oversight and policy direction for the NSDS III;
- High-level advocacy and political support for statistical development;
- Endorsement of major reforms and system-wide initiatives.

5.3 Activity Identification and Institutional Planning Approach

NSDS III adopts a bottom-up, institution-driven planning model, where:

- Each institution identifies activities it will implement under specific Strategic Objectives;
- Activities are aligned strictly with the institution's legal mandate and technical capacity;
- An institution may implement:
    - Multiple activities under one Strategic Objective;
    - No activities under certain Strategic Goals where there is no relevance.

This flexible design ensures realism, ownership, and institutional accountability in NSDS III implementation.

5.4 Concept Note and Budget Preparation

For every proposed NSDS III activity, the implementing institution shall prepare a Concept Note and Detailed Budget in collaboration with LISGIS. Each Concept Note shall include:

- Description of the activity;
- Strategic Objective addressed;
- Expected outputs and outcomes;
- Implementation timeline;
- Procurement and staffing arrangements;
- Risk assessment and mitigation measures;
- Detailed budget breakdown.

LISGIS shall provide technical guidance and quality assurance to ensure alignment with national statistical standards and NSDS III priorities.

5.5 Financial Appraisal, Approval, and Funding Authorization

All NSDS III activities shall be submitted to the Project Management Unit (PMU) of the Ministry of Finance for financial appraisal and approval after technical clearance by LISGIS.
The PMU shall:

- Review budgets for compliance with Public Financial Management (PFM) regulations;
- Verify procurement plans and financial controls;
- Approve eligible activities for funding;
- Formally authorize the release of funds.

The PMU is the sole authority for financial approval and disbursement under NSDS III.

5.6 Disbursement Modalities

Upon PMU approval, funds shall be released using existing official institutional bank accounts. No dedicated NSDS III project accounts shall be established. Disbursement modalities shall apply:

5.6.1 Direct Payment to Consultants and Vendors

For consultancy services and external procurements:

- Implementing institutions shall submit all required documentation to the PMU (contracts, invoices, approved deliverables, timesheets, and reports);
- The PMU shall make direct payment to consultants or vendors after verification;
- Funds shall not pass through institutional accounts in such cases.

5.7 Procurement Arrangements

All procurement under NSDS III shall comply with Public Procurement and Concessions Commission (PPCC) regulations and as well the those of the development partners
Procurement responsibilities shall remain with implementing institutions, with:

- Technical validation by LISGIS;
- Financial and contractual validation by the PMU.

5.8 Phasing and Rollout of NSDS III

NSDS III shall be implemented over a five-year period (2026–2030) using a flexible, institution-specific phasing approach, rather than a rigid, centrally sequenced model.
Key features of the phasing approach include:

- Each institution determines the start and end year of its activities;
- Activities may begin in any year of the plan period;
- Activities may be short-term, medium-term, or continuous across multiple years;
- Timing depends on institutional readiness, funding availability, and technical priorities.

This adaptive phasing model ensures:

- Realistic implementation across institutions with different capacities;
- Efficient use of resources;
- Alignment with sectoral planning and budget cycles.

5.9 Results Framework and Performance Measurement

Each NSDS III activity shall be linked to:

- A clearly defined Strategic Goal and Strategic Objective;
- Output and outcome indicators;
- Baselines and annual targets.

Performance shall be tracked using:

- Institutional implementation reports;
- Consolidated NSS performance dashboards maintained by LISGIS;
- Annual NSDS III performance review reports.

5.10 Risk Management and Mitigation Measures

Key implementation risks include:

- Delays in funding releases;
- Institutional capacity constraints;
- Weak inter-institutional coordination;
- Staff turnover;
- ICT and infrastructure limitations.

Mitigation measures shall include:

- Strengthened PMU–LISGIS coordination;
- Continuous capacity development;
- Phased activity implementation;
- Institutional contingency planning;
- Development partner harmonization.

5.11 Sustainability and Institutionalization of Reforms

Sustainability of NSDS III reforms shall be ensured through:

- Integration of NSDS activities into institutional Medium-Term Expenditure Frameworks;
- Long-term human resource development strategies;
- Strengthening of administrative data systems;
- Adoption of permanent data governance and coordination frameworks;
- Increased domestic financing of official statistics.

5.12 Communication and Change Management

A coordinated NSDS III communication strategy shall be implemented to:

- Build ownership among political and technical leadership;
- Enhance public trust in official statistics;
- Promote data use for decision-making;
- Support change management across the NSS.

5.13 Implementation Accountability Framework

Implementation accountability shall rest on three pillars:

- Institutions – execution and reporting of activities;
- LISGIS – technical coordination and performance consolidation;
- PMU (Ministry of Finance) – financial approval, fiduciary control, and disbursement;
- National Statistics Council – strategic oversight and system-level accountability.

CHAPTER 6: STRATEGIC ACTION PORTFOLIO AND COSTED ACTIVITIES

6.1 Introduction

This chapter presents the Strategic Action Portfolio and Costed Activities for implementing the National Strategy for the Development of Statistics NSDS III. The portfolio is a curated set of priority activities designed to launch the transformation of the NSS by building essential capacity, demonstrating quick wins, and establishing the systems necessary for long-term development.

The initial portfolio reflects a set of priority activities identified and costed by each NSS institution, with implementation timelines varying across the five-year period, primarily focusing on Years 1–3 for early momentum. This makes it a realistic, investable starting point for NSDS III implementation, rather than a rigid, pre-determined schedule for all five years. It provides a coherent, finance-ready pipeline of activities that can be advanced immediately by the NSS, once the NSDS III is approved by the LISGIS Board and subject subsequently to activity-level financing approval through the PMU of the MFDP. This pipeline operationalizes the high-level Implementation Plan from Chapter 5 while advancing the Strategic Objectives outline in Chapter 4.

The portfolio will be reviewed and updated annually to reflect emerging priorities, institutional readiness, funding availability, and lessons learnt. Subsequent activities may be added over time, ensuring the NSDS III remains flexible, adaptive, and responsive to Liberia's evolving policy and development context.

The Initial Portfolio has been developed through a bottom-up, institution-driven process that ensures realism, institutional ownership, and strategic alignment across the NSS and with national priorities like the ARREST Agenda. Each NSS institution identified activities aligned with relevant Strategic Objectives under NSDS III, consistent with its legal mandate, operational responsibilities, and readiness to implement. Some institutions proposed multiple activities under various Strategic Goals; others focused on only a few priority actions.

The activities were compiled and aligned by LISGIS with relevant NSDS III Strategic Objectives, based on submissions from the NSS institutions. Final implementation will require the development of detailed project proposals, including full technical specifications, procurement plans, and final budgets, which will be subject to standard approval processes by the relevant authorities.

Financing and disbursement for portfolio activities shall follow the PMU-management payment model established in Chapter 5, featuring centralized control such as:

- No funds transferred to implementing institutions
- PMU approval of budgets, contracts, and financial commitments
- Direct PMU payments to consultants, vendors, field staff, and all other service providers

This approach guarantees strong fiduciary oversight, auditability, and compliance with national and Development Partner requirements, positioning the chapter as both a priority investment pipeline for the early phase of NSDS III and a reference framework for resource mobilization.

6.2 Portfolio Selection and Costing Methodology

The Initial Strategic Action Portfolio (ISAP) was developed through a fully institution-driven process. Each NSS institution identified the activities it intends to implement under NSDS III, determined their proposed timelines, and estimated the associated costs. No central prioritization or sequencing was imposed. Instead, each institution applied its own operational logic, statutory mandate, and internal planning considerations, ensuring the portfolio reflects genuine NSS-wide commitment.

How Activities Were Selected

Activities were not selected based on externally imposed filters or predefined prioritization criteria. Rather, institutions determined their activities by examining:

1. Mandate and Core Responsibilities
   Institutions proposed activities aligned with their statutory roles, data functions, and obligations within their respective sectors.
2. Institutional Needs and Operational Realities
   The timing of activities, whether annual, one-off, or scheduled for later years, reflects each institution's internal considerations, such as staffing, system maturity, ongoing reforms, and operational cycles, not resource availability constraints.
3. Sequencing and Dependencies
   Some activities naturally begin in later years because they depend on the completion of foundational work, policy developments, system upgrades, or other sector-specific processes.
4. Continuous and Recurring Requirements
   Essential functions, such as capacity building, data quality assurance, and user engagement, appear across multiple years because they represent core, recurring institutional responsibilities.

LISGIS's Coordinating and Consolidating Role

LISGIS compiled the activities submitted by NSS institutions and organized them into the unified portfolio presented in this chapter.

Costing Approach

Cost estimates were prepared by the institutions themselves, drawing on past experience, operational benchmarks, and standard unit costs, and were reviewed by LISGIS for consistency and coherence across the NSS.

Resulting Portfolio

The outcome is a comprehensive, mandate-driven, and institution-owned portfolio that reflects the full spectrum of activities required to launch NSDS III implementation. Varying timelines

across institutions and activities correspond to real operational conditions, rather than centrally imposed constraints.

6.3 Summary of Portfolio Costs

The ISAP consists of all activities submitted and costed by NSS institutions for implementation under the NSDS III. These activities vary by duration, intensity, and complexity, resulting in a portfolio that spans routine annual actions, multi-year initiatives, and one-off foundational reforms.

To support financial planning and decision-making by the LISGIS Board, the MFDP, and Development Partners, this section presents a consolidated, multi-year view of the portfolio's indicative costs. The summary tables aggregate costs by Strategic Goals and implementation year, providing a clear picture of the total investment profile and its phasing over the NSDS III period. The costing reflects:

- Institution-generated budgets based on their proposed or identified activities
- Standard cost assumptions reviewed with LISGIS consistency.
- Costing of direct implementation components (e.g., technical assistance, training, equipment, workshops, and data activities)
- The PMU's direct-payment financing model, where funds are managed centrally and disbursed against verified deliverables, with no direct transfers to institutions.

6.3.1 Summary of Portfolio Costs by Strategic Goal and Year

This table presents the total indicative investment required for the Initial Action Portfolio, disaggregated by Strategic Goal and by year for the period 2026-2030. It provides a high-level financial roadmap, illustrating the distribution and phasing of costs across the six transformation pillars to enable strategic oversight, medium-term budget planning, and engagement with financing partners. See Table 6.1 below.

Table 6.3.1: Consolidated Indicative Costs by Strategic Goal and Year (2026–2030) in US Dollars

Goals	Strategic Goal Description	Y-1	Y-2	Y-3	Y-4	Y-5	Total
G-1	Strengthen Statistical Coordination, Governance, and Trust across the NSS	$3,042,340	$945,981	$1,170,349	$1,149,748	$1,190,611	$7,499,029
G-2	Re-engineer the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics that Drive Effective Policy and Innovation	$4,984,375	$2,508,150	$3,327,365	$3,964,575	$14,049,625	$28,834,090
G-3	Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS	307,500	729375	325,033.00	770,336.00	235,325	$2,367,569
G-4	Promote Inclusive Data Use and Embed FAIR Data Principles to Ensure Equitable Access, Interoperability, and Widespread Uptake of Official Statistics Through Effective Stakeholder Engagement	1,358,250	1,369,610	1,345,232	1,490,173.00	1,611,965.00	$7,175,230
G-5	Promote Innovation and Build a Resilient National Data Ecosystem that Leverages AI and Emerging Technologies to Support Digital Transformation, Collaboration, and Inclusive Development	532,650	165,825	567,667	578,588.70	104,047.57	$1,948,778
G-6	Secure Sustainable and Innovative Financing Models to Ensure Long-Term Resilience, Autonomy, and Continuous Transformation of the NSS	266,230	73,340	54,944	84,480	50,240	$529,234
	Total (USD):	**$10,491,345**	**$5,792,281**	**$6,790,590**	**$8,037,901**	**$17,241,814**	**$48,353,930.27**

The annual totals shown in Table 6.1 represent the consolidated indicative portfolio costs across all Strategic Goals per year.

6.4 Redefining Liberia's Statistical Future

Introduction and Strategic Foundation

The third-generation of National Strategy for the Development of Statistics (NSDS III) 2026–2030 represents a fundamental shift in how Liberia approaches its data ecosystem. Far more than a routine planning document, it is defined as a "Statistical Disruptor and National Change Agent". It is designed to critically rethink and re-engineer how official statistics are produced, governed, communicated, and used to drive national transformation, specifically supporting the ARREST Agenda for Inclusive Development (2025–2029).

6.4.1 The Mandate for Change

The mandate for NSDS III is driven by three core imperatives:

- The ARREST Agenda: This national development plan creates a non-negotiable demand for fit-for-purpose data for implementation and evaluation.
- Persistent Gaps: A 2025 assessment revealed that only 5.9% of institutions use Artificial Intelligence (AI) and only 11.5% use mobile data collection.
- Lessons Learned: While previous strategies laid the groundwork for post-war recovery, institutional and resource constraints often derailed their full implementation.

6.4.2 The "Golden Triangle" Framework

The strategy is anchored in the Golden Triangle, a holistic model that identifies People, Processes, and Technology as the three interdependent levers for sustainable change.

People: Empowering the Human Element: The NSS is powered by individuals whose skills and commitment determine its effectiveness. NSDS III prioritizes human capital development through:

- Targeted recruitment in data science, AI, data engineering, and data storytelling.
- Institutionalizing competency-based learning and professional career pathways.
- Fostering a culture of data literacy and analytical excellence across all levels of government.

Processes: Institutionalizing Quality and Standards Workflows and governance form the operational backbone of the system. The strategy aims to re-engineer these processes by:

- Institutionalizing robust quality assurance and standardized methodologies.
- Adopting FAIR Data Principles (Findable, Accessible, Interoperable, and Reusable).
- Establishing formal data-sharing agreements that clearly define usage responsibilities and data rights.

Technology: Championing a Technological Leap Technology serves as the catalyst for modernization. Key technological pillars include:

- Integrated and Collaborative Data Management System (ICDMS): A central platform to automate data flows.
- Cloud Technology and AI-driven Analytics: Moving toward real-time decision-making and predictive capabilities.

- Non-Traditional Data Sources: Integrating geospatial, administrative, and big data to broaden the scope of official statistics.

6.5 Strategic Goals (SG) and Objectives

The transformation is organized around six interconnected Strategic Goals, which direct the roadmap for the next five years.

Goal	Focus Area	Goal Rationale
SG 1	Coordination, Governance, and Trust	A trusted system depends on strong institutions, visionary leadership, and coherent national systems to ensure accountability.
SG 2	Data Production Ecosystem	Moving from fragmented production to a technology-enabled, user-focused ecosystem using digital and automated collection
SG 3	Human and Institutional Capacity	Building a professional, future-ready workforce capable of leveraging emerging technologies.
SG 4	Inclusive Data Use and FAIR Principles	Ensuring equitable access and amplifying the voices of marginalized groups through transparency and interoperability.
SG 5	Innovation and Emerging Tech	Positioning AI and machine learning as catalysts for resilience and digital transformation.
SG 6	Sustainable and Innovative Financing	Securing long-term autonomy and resilience through diversified financing and domestic resource mobilization.

6.6 Funding Modality and Financial Architecture

The financing of NSDS III is anchored in a blended model that combines national budget allocations, development partner support, and sector contributions.

Centralized Management through the PMU Financing is delivered through a centralized, activity-based mechanism managed by the Project Management Unit (PMU) of the Ministry of Finance and Development Planning (MFDP).

- Decentralized Identification: NSS institutions identify and cost their own activities.
- Centralized Validation: LISGIS technically validates these activities before submission to the PMU for financial appraisal.
- Direct Disbursement: Once approved, the PMU disburses funds directly to consultants, vendors, and service providers. This ensures strong fiduciary control and eliminates the need for separate institutional project accounts.

6.7 Costed Action Portfolio and Budget

The total estimated investment required for the five-year period (2026–2030) is USD 48,353,930.27. This reflects the scale of transformational reforms across all six Strategic Goals.

6.7.1 Budget Breakdown by Year and Goals:

The annual totals presented in Table 6.1 represent the consolidated indicative portfolio costs across all Strategic Goals per year, reflecting a carefully calibrated investment trajectory that balances immediate institutional strengthening needs with the resource-intensive requirements of major statistical operations.

- Year 1 (2026): Foundation Building ($10.49 million) The highest initial-year investment establishes the institutional architecture for transformation. Strategic Goal 1 (Governance) commands $3.04 million (29% of annual total) for foundational reforms including the operationalization of the National Statistical Steering Committee, development of the Liberia National Common Statistical Production Architecture (LNCSPA), and institutionalization of Standard Operating Procedures. Goal 2 (Data Production) receives $4.98 million (47.5%) to initiate critical surveys including the Household Income and Expenditure Survey (HIES), Time Use Survey, and preparatory activities for the National Population and Housing Census.

- Year 2 (2027): Consolidation Phase ($5.79 million) The reduced annual envelope reflects the transition from establishment to operational efficiency, with strategic reallocation toward human capital development. Goal 3 (Capacity Building) peaks at $729,375, supporting degree programs in statistics and data science. Goal 2 investments focus on survey continuity and methodology refinement, while Goal 1 activities emphasize maintenance rather than establishment costs.
- Year 3 (2028): Methodological Intensification ($6.79 million) Investment increases to support quality assurance mechanisms, agricultural census activities, and the intensification of administrative data systems. The distribution reflects growing emphasis on sectoral statistics (health, agriculture, education) and the institutionalization of FAIR data principles across NSS entities.
- Year 4 (2029): Pre-Census Mobilization ($8.04 million) Substantial escalation supports critical preparatory infrastructure for the 2030 National Population and Housing Census. Investments in digital infrastructure, mapping technologies, and enumerator training intensify. Goal 2 allocations rise to $3.96 million, positioning for the peak investment year.
- Year 5 (2030): Census Execution and Innovation Deployment ($17.24 million) The apex investment year, representing 35.6% of the total five-year portfolio, centers on the National Population and Housing Census ($3.0 million), Labour Force Survey ($1.4 million), and Multiple Indicators Cluster Survey/Liberian Demographic and Health Survey ($3.0 million). This concentration reflects the cyclical nature of major statistical operations and demonstrates the NSDS III's alignment with internationally mandated census schedules.

6.7.2 Detail Explanation of Strategic Goal and Cost Profiles

- Goal 1: Governance and Coordination ($7.50 million; 15.5% of total) Front-loaded investment pattern (40.6% in Year 1) reflects the imperative of establishing governance structures early. Activities include legislative engagements, policy framework development, and trust-building initiatives with stakeholders.

- Goal 2: Data Production ($28.83 million; 59.6% of total) The dominant cost category, with highly variable annual distribution (17.3% in Year 1, 48.7% in Year 5). Encompasses all major surveys, census operations, administrative data enhancement, and methodological modernization. The Year 5 spike reflects census execution requirements.

- Goal 3: Capacity Development ($2.37 million; 4.9% of total) Concentrated in Years 1–2 for foundational training, with sustained investment in professional development, international training placements, and institutional partnerships. Supports 45+ degree-level training placements over the period.

- Goal 4: Data Use and FAIR Principles ($7.18 million; 14.8% of total) Relatively stable annual distribution ensuring continuous investment in open data infrastructure, user engagement, and data literacy campaigns. Includes development of national open data portals and interoperability frameworks.

- Goal 5: Innovation and Technology ($1.95 million; 4.0% of total) Strategic investments in AI integration, geospatial systems, and digital infrastructure. Front-loaded in Years 1 and 3 to establish platforms before census operations.

- Goal 6: Sustainable Financing ($529,234; 1.1% of total) Modest but critical investment in resource mobilization, financial management systems, and partnership development to ensure NSS autonomy beyond the strategy period.

6.7.3 Financing Strategy and Resource Mobilization

The consolidated indicative costs presented herein are designed to be financed through a diversified resource portfolio:

1. Government of Liberia Budget Allocations: Primary funding source for institutional operations, with specific activities already cast in MAC budgets (particularly LISGIS, MOH, MOA, MFDP)
2. Development Partner Contributions: Bilateral and multilateral financing for technical assistance, survey operations, and capacity building (historically including World Bank, UNFPA, UNICEF, UNDP, USAID, EU)
3. International Organization Partnerships: Technical and financial support from UN Statistics Division, PARIS21, AfDB, and regional bodies
4. Private Sector and Academic Collaborations: Cost-sharing arrangements for innovation pilots and research partnerships

NB: Activities not currently reflected in approved budgets or existing financing agreements are identified in the detailed tables (Sections 6.4.1–6.4.6) with proposed funding sources and solicitation strategies.

6.7.4 Costing Methodology and Assumptions

The financial projections in Table 6.1 and subsequent detailed tables were developed using:

- Activity-Based Costing (ABC): Each intervention costed based on inputs (personnel, equipment, services, overheads)
- Economic Indicators: Inflation assumptions (3–5% annual adjustment), exchange rate projections, and market price trends
- International Benchmarks: Comparison with similar statistical operations in ECOWAS countries and SSA region

- Historical Data: LISGIS expenditure patterns from NSDS I and II implementations
- Expert Consultation: Validation by technical specialists from LISGIS Planning and Research Department, Finance Division, and sectoral directorates, with participation from CSA, MFDP, and NSS institution focal points

NB: All figures represent indicative estimates subject to refinement through procurement processes, partner negotiations, and annual budget approvals. The costing framework will be reviewed bi-annually to reflect implementation experience and emerging priorities.

6.7.5 Major Cost Areas (Examples)

- Capacity Building: A significant portion of the budget is dedicated to professionalization, including $10,764,375.00 specifically for supporting Master's Degrees in Statistics, Demography, and GIS.
- Innovation: Investments in AI strategy, mobile data collection, and cloud infrastructure are integrated throughout SGs 2 and 5.

6.8 Monitoring, Evaluation, And Learning (Mel)

A robust MEL framework is embedded within the strategy to track progress and ensure accountability.

- **Digital MEL Ecosystem:** Supported by the ICDMS dashboards for real-time insights and Electronic Document and Records Management Systems (EDRMS) for verified outputs.
- **Adaptive Management:** The framework allows for continuous learning, enabling the system to respond to emerging data demands and lessons learned during implementation.

By successfully implementing the NSDS III, Liberia aims to position its National Statistical System as a world-class, technology-enabled hub that powers evidence-based prosperity for all citizens.

6.9 Linkage to Annual Planning, Budgeting, and Monitoring

The Initial Strategic Action Portfolio presented in this chapter provides the operational and financial foundation for launching the NSDS III. Together, the consolidated portfolio costs and the detailed activity listings enable clear planning, budgeting, and coordination across the National Statistical System. Institutions will incorporate NSDS III activities into their Annual Work Plans for implementation, ensuring that the Strategy is embedded within routine operational processes rather than implemented in isolation. The activities reflect institution-driven priorities aligned with the strategic direction of the NSDS III and financed through the centralized PMU-managed mechanism.

With the investment portfolio defined, the next critical step is to ensure that implementation is systematically tracked, lessons are captured, and performance is transparently assessed.

CHAPTER 7: MONITORING, EVALUATION, AND LEARNING FOR STATISTICAL TRANSFORMATION

7.1 Introduction

The Monitoring and Evaluation (M&E) Framework for the NSDS III provides a structured system for tracking implementation progress, measuring institutional performance, and assessing transformation outcomes across Liberia's National Statistical System (NSS) during the 2026-2030 period. Designed as a core governance instrument rather than a compliance tool, the M&E framework ensures that the strategic vision of building a trusted, inclusive, innovative, and responsive NSS is translated into measurable results.

The NSDS III is organized around six Strategic Goals, each supported by Strategic Objectives and implemented through specific institutional activities outlined in the Implementation and Costed Action Portfolio. The M&E framework evaluates performance at three interconnected levels: activity level (implementation execution), Strategic Objective level (institutional change), and Strategic Goal level (systemic transformation). It also assesses overall impact.

7.2 Purpose of the Monitoring and Evaluation (M&E) Framework

The purpose of the Monitoring and Evaluation (M&E) Framework for the NSDS III is to provide a structured and results-oriented system for tracking implementation, measuring performance, ensuring accountability, and assessing impact during the 2026–2030 period. It serves as the central mechanism through which the strategic vision of transforming Liberia's National Statistical System (NSS) is translated into measurable and verifiable results. The framework ensures accountability by establishing clear performance indicators across all Strategic Goals and Strategic Objectives. It supports performance management by enabling regular monitoring of activities, institutional reforms, and systemic progress, allowing timely identification of bottlenecks and corrective action where necessary.

The M&E Framework also strengthens transparency by linking financial resources to measurable outputs and outcomes under the PMU-managed financing model. In addition, it institutionalizes learning and adaptive management, ensuring that implementation remains responsive to emerging evidence and evolving priorities. Ultimately, the framework generates credible evidence of progress and impact, demonstrating how investments under NSDS III contribute to improved statistical governance, stronger coordination, enhanced data production

systems, and evidence-based national development.

7.3 Baseline Assessment and Target Calibration

To ensure that performance measurement under the NSDS III is evidence-based and methodologically sound, a comprehensive baseline assessment will be conducted within the first six months of implementation (2026). While the indicator targets presented in this framework reflect proposed system-wide transformation ambitions for 2030, these targets are preliminary and indicative. The baseline exercise will establish verified starting values for all agreed indicators across the National Statistical System (NSS), drawing on institutional surveys, administrative records, financial data, technical audits, and governance assessments.

Following completion of the baseline assessment, indicator targets may be refined or recalibrated where necessary to ensure realism, feasibility, and alignment with institutional capacity and resource availability. Any adjustments to targets will be formally documented and approve by LISGIS, ensuring transparency and maintaining strategic integrity. This adaptive approach ensures that the M&E framework remains both ambitious and grounded in empirical evidence, strengthening the credibility and reliability of performance reporting throughout the implementation period.

7.4 Performance Monitoring and Management

Indicator Performance Monitoring and Management under the NSDS III establishes the structured process through which agreed performance indicators are tracked, analyzed, reviewed, and used to guide implementation across the National Statistical System (NSS). The system ensures that all indicators linked to Strategic Goals, Strategic Objectives, and approved activities are continuously measured and managed throughout the 2026–2030 implementation period. At the core of this approach is systematic indicator tracking at three interconnected levels: activity-level indicators, Strategic Objective-level indicators, and Strategic Goal-level indicators. Implementing institutions are responsible for collecting and reporting data on activity-level indicators based on their approved work plans and defined performance measures. These reports will be submitted quarterly to LISGIS using standardized reporting templates to ensure consistency and comparability across institutions.

LISGIS will consolidate institutional submissions into a centralized NSS Indicator Performance Dashboard. This dashboard will track progress against baseline values and annual or endline

targets, allowing trend analysis and early identification of performance gaps. Indicator performance will be assessed using predefined criteria, including timeliness of achievement, quality of outputs, and consistency with expected results. Quarterly technical review meetings will analyze indicator performance data to determine whether implementation is on track. Where indicators show underperformance or stagnation, corrective measures may be recommended, including technical guidance, institutional support, timeline adjustments, or strengthened coordination efforts. Annual performance reviews will assess overall progress at the Strategic Goal level, evaluating whether cumulative indicator achievements are contributing to systemic transformation.

The Indicator Performance Monitoring and Management system therefore ensures that performance data is not only collected but actively used for decision-making. By linking indicators directly to institutional responsibilities and strategic outcomes, the framework promotes accountability, transparency, and evidence-based management throughout the life of the NSDS III.

7.5 Evaluation Framework

The NSDS III will incorporate two major independent evaluations during the 2026–2030 implementation period to assess progress, effectiveness, and overall transformation of the National Statistical System (NSS).

The Mid-Term Evaluation, to be conducted in 2028, will assess the extent to which implementation is progressing as planned and whether Strategic Objectives are being achieved. It will examine institutional alignment with NSDS III priorities, the effectiveness of coordination mechanisms, progress in digital transformation initiatives, adoption of standardized methodologies, and improvements in data governance and quality assurance systems. The findings of the mid-term evaluation will inform strategic adjustments for Years 4 and 5, ensuring that implementation remains responsive and results-oriented.

The Endline Evaluation, to be conducted in 2030, will assess the overall impact of the NSDS III. It will evaluate systemic transformation across the NSS, including governance maturity, institutional coherence, adoption of digital and innovative technologies, professionalization of the statistical workforce, compliance with quality standards, and the overall strengthening of coordination and data production systems. The evaluation will determine the extent to which

the NSS has achieved its vision of becoming a modern, trusted, and technology-enabled statistical system. Both evaluations will apply a mixed-methods approach, including stakeholder consultations, institutional surveys, performance data analysis, and technical system assessments. The results will provide evidence of achievements, lessons learned, and recommendations to guide future strategic planning for statistical development in Liberia.

7.6 Learning and Adaptive Management

The M&E system under the NSDS III is designed not only to track performance but to actively generate learning and guide continuous improvement across the National Statistical System (NSS). Learning and adaptive management are embedded within the implementation process to ensure that evidence from performance monitoring and evaluations informs strategic decision-making. An Annual NSS Learning Forum will be convened to review consolidated indicator performance results, reflect on implementation experiences, and share best practices across institutions. This forum will provide a structured platform for peer learning, discussion of systemic challenges, and identification of practical solutions to improve coordination, data production, and institutional performance.

In addition, quarterly technical reflection sessions will be conducted to examine indicator trends, emerging risks, implementation bottlenecks, and areas of underperformance. These sessions will focus on translating monitoring findings into corrective actions, such as strengthening coordination mechanisms, providing targeted technical support, adjusting implementation approaches, or scaling effective practices.

Innovation initiatives and pilot interventions, particularly those introduced under Strategic Goal 5, will be periodically assessed to determine effectiveness, institutional readiness, and scalability across the NSS. Successful pilots may be expanded, while less effective approaches may be redesigned or discontinued based on evidence. Lessons generated through monitoring, reviews, and evaluations will feed directly into annual planning processes and strategic adjustments. This structured feedback loop ensures that the NSDS III remains responsive, evidence-driven, and capable of adapting to emerging institutional and technological realities.

APPENDICES

6.1 Detailed Action Table:

6.1.1 Strategic Goal 1: Strengthen Statistical Coordination, Governance, and Trust across the NSS

Strategy obj. 1	1. Strengthen leadership commitment and ownership of the national statistical coordination agenda across all NSS institutions.							
SO1: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Revitalize and operationalize the national statistical steering committee for the NSS	LISGIS	24,800.00	27,280.00	30,008.00	33,009.00	36,310.00	151,406.00
Activity 2	Conduct high level NSS Leadership workshop to endorse a customized Liberia National Common Statistical Production Architecture (LNCSPA)	LISGIS	-	6,800.00	-	-	-	6,800.00
Activity 3	Conduct workshop to lunch the LNCSPA	LISGIS	-	10,000.00	-	-	-	10,000.00
Activity 4	Conduct structured engagements with Legislature and relevant committee to strengthen legislative support, oversight and resourcing for the NSS and NSDS	LISGIS	7,750.00	8,525.00	9,377.50	10,315.30	11,346.80	47,314.53
Sub-total for G1 SO1			**32,550.00**	**52,605.00**	**39,386.00**	**43,324.00**	**47,656.00**	**215,521.00**

Strategy obj. 2	2. Strengthen institutional management systems and internal processes to enhance accountability, efficiency, and performance within the NSS							
SO2: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Develop institutional Standard Operating Procedures (SOPs)	LISGIS	1,000,000.00	-	-	-	-	1,000,000.00
Activity 2	Review, update, and enforce institutional SOPs	LISGIS,	1,000,000.00	-	-	-	-	1,000,000.00
Activity 3	Establish internal M & E or Review functions for institutional performance	MOFA, CNDRA	21,360.00	23,496.00	25,845.60	28,430.20	31,273.20	130,404.94
Activity 4	Revitalize or strengthen internal M & E unit	LISGIS	42,720.00	46,992.00	51,691.20	56,860.30	62,546.40	260,809.87
Activity 5	Revitalize the central Statistics unit	LISGIS	6,480.00	-	6,480.00	-	-	12,960.00
Sub-total for G1 SO2			**2,070,560.00**	**70,488.00**	**84,017.00**	**85,290.00**	**93,820.00**	**2,404,175.00**

Strategy obj. 3	3. Strengthen institutional coordination and coherence across the National Statistical System through effective governance and collaboration mechanisms.							
SO3: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Develop and approve clear Terms of Reference (ToR) for NSS coordination bodies.	LISGIS	18,000.00	19,800.00	21,780.00	23,958.00	26,353.80	109,891.80
Activity 2	Develop and review national statistical policy	LISGIS	53,400.00	58,740.00	64,614.00	71,075.40	78,182.90	326,012.34
Activity 3	Conduct a mapping of NSS institutions, roles, and statistical outputs.	LISGIS	53,400.00	-	-	-	-	53,400.00
Activity 4	Conduct yearly training workshops in administrative data management	LISGIS	12,000.00	13,200.00	14,520.00	15,972.00	17,569.20	73,261.20
Activity 5	Develop standardized training modules for NSS staff	LISGIS	10,000.00	11,000.00	12,100.00	13,310.00	14,641.00	61,051.00
Activity 6	Introduce mentorship and coaching programs within NSS institutions	LISGIS /University of Liberia	1,800.00	1,980.00	2,178.00	2,395.80	2,635.40	10,989.18
Activity 7	Facilitate peer-to-peer learning visits between strong and emerging statistical units	LISGIS	2,700.00	2,970.00	3,267.00	3,593.70	3,953.10	16,483.77
Activity 8	Conduct Technical workshop on Data Sharing	LISGIS	124,600.00	137,060.00	150,766.00	124,600.00	137,060.00	674,086.00
Sub-total for G1 SO3			**285,900.00**	**255,750.00**	**281,325.00**	**268,215.00**	**295,036.00**	**1,386,226.00**

Strategy obj. 4	**4. Enhance data governance, integrity, and compliance by establishing clear policies, standards, and accountability across all data-producing entities.**							
SO4: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Conduct training on enhancing data governance, integrity and compliance	LISGIS	35,600.00	39,160.00	43,076.00	47,383.60	52,122.00	217,341.56
Activity 2	Develop and Review National Data Governance Framework	LISGIS	76,500.00	-	84,150.00	-	-	160,650.00
Activity 3	Develop Data Governance Framework	LISGIS	61,250.00	-	61,250.00	67,375.00	-	189,875.00
Activity 4	Establish National Data Standard and Protocols	LISGIS	225,000.00	247,500.00	272,250.00	299,475.00	329,422.50	1,373,647.50
Sub-total for G1 SO4			**398,350.00**	**286,660.00**	**460,726.00**	**414,234.00**	**381,544.00**	**1,941,514.00**

Strategy obj. 5	Build and sustain public confidence in official statistics through transparency, ethical data practices, and consistent engagement with users and stakeholders.							
SO5: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Conduct awareness on LISGIS mandate	LISGIS	170,880.00	187,968.00	206,764.80	227,441.30	250,185.40	1,043,239.49
Activity 2	Conduct Radio Talk show	LISGIS	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00	122,102.00
Activity 3	Sensitize Business community on Data production and communication	LISGIS	13,800.00	15,180.00	16,698.00	18,367.80	20,204.60	84,250.38
Sub-total for G1 SO5			**204,680.00**	**225,148.00**	**247,663.00**	**272,429.00**	**299,672.00**	**1,249,592.00**

Strategy obj. 6	Promote integrated, evidence-based decision-making by improving gender-disaggregated data communication, interoperability, and cross-sectoral collaboration across the NSS.							
SO1: Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Quarterly Review Meeting on standardized Data collection tools	LISGIS	32,000.00	35,200.00	38,720.00	42,592.00	46,851.20	195,363.20
Activity 2	Establish and mandate a Health Sector Statistical Steering Committee (HSSSC)	MOH	3,000.00	3,300.00	-	3,300.00	3,630.00	13,230.00
Activity 3	Develop and enforce a standardized statistical reporting protocol for health programs	MOH HMIS team, M&E officers	4,500.00	4,950.00	5,445.00	5,989.50	6,588.50	27,472.95
Activity 4	Implement a mechanism for data quality review and validation at national and county levels	MOH DQA teams, County M&E Officers	10,800.00	11,880.00	13,068.00	14,374.80	15,812.30	65,935.08
Sub-total for G1 SO6			**50,300.00**	**55,330.00**	**57,233.00**	**66,256.00**	**72,882.00**	**302,001.00**

6.1.2 Strategic Goal 2: Re-engineering the National Data Production Ecosystem to Generate and Communicate Fit-for-Purpose Statistics that Drive Effective Policy and Innovation

Strategy obj. 1	1. Modernize statistical production processes by adopting innovative, digital, and automated data collection, processing, and archiving technologies.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Household Income & Expenditure Survey (HIES)	LISGIS	1	-	-	-	-	4,200,000.00	4,200,000.00
Activity 2	Conduct Time use survey	LISGIS	1	720,000.00	-	720,000.00	-	-	1,440,000.00
Activity 3	National Population & Housing Census Preparatory Activities	LISGIS	1	-	-	-	-	3,000,000.00	3,000,000.00
Activity 4	Conduct Labor Force Survey (LFS)	MOL,LISGIS	1	-	-	-	-	1,400,000.00	1,400,000.00
Activity 5	Conduct Consumer Price Index (Weekly price collection)	LISGIS & CBL	5	240,000.00	240,000.00	264,000.00	264,000.00	264,000.00	1,272,000.00
Activity 6	Conduct Annual Foreign Direct Investment Data collection	CBL, LISGIS	5	6,000.00	-	-	6,000.00	-	12,000.00
Activity 7	Conduct Multiple Indicators Survey (MICS)/Liberian Demographic & Health Survey (LDHS)	MOH, LISGIS	1	-	-	-	-	2,999,000.00	2,999,000.00
Activity 8	Develop a standardized Data collection tools for NSS	LISGIS/MACs	1	7,500.00	-	-	-	-	7,500.00
Activity 9	Revamp Statistical Desk officers of NSS	LISGIS	1	106,800.00	-	-	106,800.00	-	213,600.00
Activity 10	Conduct quarterly workshop for NSS	LISGIS	5	80,100.00	80,100.00	88,110.00	80,100.00	80,100.00	408,510.00
Activity 11	Conduct quarterly workshop for CSIO Data Collection Tools	LISGIS	5	35,600.00	39,160.00	43,076.00	35,600.00	39,160.00	192,596.00
Activity 12	Conduct Training workshop Survey 1 2 3 by GIS Staffs	LISGIS	4	53,400.00	58,740.00	64,614.00	-	58,740.00	235,494.00
Sub-total for G2 SO1				1,249,400.00	418,000.00	1,179,800.00	492,500.00	12,041,000.00	15,380,700.00

Strategy obj. 2	2. Institutionalize quality assurance and methodological standards across all NSS entities to ensure consistency, reliability, and comparability of official statistics.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct National Forest Inventory Survey	LISGIS/FDA	5	-	480,000.00	528,000.00	-	480,000.00	1,488,000.00
Activity 2	Conduct Annual Agriculture Production Survey	LISGIS/MOA	5	1,000,000.00	-	-	1,000,000.00	-	2,000,000.00
Activity 4	Conduct Comprehensive and Nutrition Food Security Survey (CHFs & Support to Smart Surveys)	MOH	2	360,000.00	-	-	360,000.00	-	720,000.00
Activity 5	Conduct Forestry and Logging Survey	MOA	2	144,000.00	-	-	144,000.00	-	288,000.00
Activity 6	Conduct National Establishment Census	LISGIS	3	120,000.00	-	-	120,000.00	-	240,000.00
Activity 7	Conduct Agricultural and Natural Resources Socio-Economic Survey (ANR-SES)	MOA	2	72,000.00	-	-	72,000.00	-	144,000.00
Activity 8	Conduct Agricultural Commodity and Market Information Survey	MOA	2	70,000.00	-	-		84,000.00	154,000.00
Activity 9	Conduct Non-standard Units Measurement Survey	LISGIS/MOA	1	300,000.00	300,000.00	330,000.00	300,000.00	300,000.00	1,530,000.00
Sub-total for G2 SO2				**2,066,000.00**	**780,000.00**	**858,000.00**	**1,996,000.00**	**864,000.00**	**6,564,000.00**

Strategy obj. 3	3. Strengthen data architecture, modeling, and metadata management to promote structured, interoperable, and scalable data systems.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Develop a customized LNCSPA	LISGIS	3	52,500.00	-	52,500.00	-	52,600.00	157,600.00
Activity 2	National Accounts Annual Survey	LISGIS	2	144,000.00	144,000.00	158,400.00	144,000.00	144,000.00	734,400.00
Activity 3	Conduct External Trade Statistics	LISGIS	5	120,000.00	120,000.00	132,000.00	120,000.00	120,000.00	612,000.00
Activity 4	Conduct a comprehensive assessment of current data systems, including data flows, storage, and integration mechanisms	LISGIS	1	24,000.00	-	24,000.00	-	-	48,000.00
Activity 5	Conduct Data Harmonization and classifications schemes	NPHIL	5	18,750.00	18,750.00	-	18,750.00	18,750.00	75,000.00
Activity 6	Conduct workshops on knowledge exchange and sector-specific technical communities	LISGIS	5	28,000.00	28,000.00	-	28,000.00	28,000.00	112,000.00
Activity 7	Conduct regular audit data systems for compliance with standards	LISGIS	5	45,000.00	45,000.00	-	45,000.00	45,000.00	180,000.00
Sub-total for G2 SO3				432,250.00	355,750.00	366,900.00	355,750.00	408,350.00	1,919,000.00

Strategy obj. 4	4. Foster user-centered statistical communication through data visualization, open access, and interactive communication platforms.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Revamp National Open Data Portal	LISGIS	2	45,000.00	-	-	45,000.00	-	90,000.00
Activity 2	Develop Dashboards for Field Data collection for monitoring	LISGIS	1	7,500.00	-	-	7,500.00	-	15,000.00
Activity 3	Develop a national platform / portal linking CSA , the Ministry of Labor workforce data to LISGIS Data System	Civil Service Agency (CSA)	1	25,000.00	-	-	25,000.00	-	50,000.00
Activity 4	Develop standardized templates for charts, dashboards, and geospatial maps	LISGIS	1	2,500.00	-	-	2,500.00	-	5,000.00
Activity 5	Upgrade the national statistical office website for better usability and accessibility	LISGIS	2	6,250.00	-	-	6,250.00	-	12,500.00
Activity 6	Purchase of Local Backup Infrastructure (NAS) One	LISGIS	1	10,000.00	-	10,000.00	-	-	20,000.00
Activity 7	Purchase of Security Tools	LISGIS	1	5,000.00	-	5,000.00	-	-	10,000.00
Activity 8	Develop Cloud Storage subscription (Back blaze B2)	LISGIS	2	6,000.00	6,000.00	6,600.00	-	6,000.00	24,600.00
Activity 9	Purchase of Software & Licensing	LISGIS	1	4,000.00	-	-	4,000.00	-	8,000.00
Sub-total for G2 SO4				**111,250.00**	**6,000.00**	**21,600.00**	**90,250.00**	**6,000.00**	**235,100.00**

Strategy obj. 5	5. Integrate non-traditional and emerging data sources into the national statistical production system.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct an inventory of alternative data sources (e.g., mobile phone data, satellite imagery, social media data, scanner data, sensor data, administrative big data, biometric)	LISGIS	5	8,000.00	8,000.00	8,800.00	8,000.00	8,000.00	40,800.00
Activity 2	Map data providers and coordinate a partnership strategy	LISGIS	2	6,000.00	-	-	6,000.00	-	12,000.00
Activity 3	Review and update data-sharing agreements, confidentiality rules, and privacy safeguards	LISGIS	3	7,500.00	22,500.00	24,750.00	7,500.00	22,500.00	84,750.00
Activity 4	Develop standards for responsible use of external and big-data sources	LISGIS	1	15,000.00	15,000.00	16,500.00	15,000.00	15,000.00	76,500.00
Activity 5	Build long-term collaborations with universities and research institutions working on new data methodologies	LISGIS	5	34,500.00	37,950.00	41,745.00	34,500.00	37,950.00	186,645.00
Activity 6	Engage with telecom operators, banks, retailers, tech firms, and government agencies generating administrative data.	CBL	4	8,750.00	9,625.00	10,588.00	8,750.00	-	37,712.50

Activity 7	Conduct analytic Training in big-data machine learning, geospatial analysis, and cloud technology.	LISGIS	5	100,000.00	110,000.00	121,000.00	100,000.00	-	431,000.00
Activity 8	Conduct innovative methods of training on Combine traditional and new data fusion, statistical modelling, machine learning. G-4	LISGIS	5	17,500.00	19,250.00	21,175.00	17,500.00	-	75,425.00
Activity 9	Develop software for Track performance indicators (timeliness, accuracy, cost efficiency) improved NSS members	LISGIS	5	15,000.00	16,500.00	-	15,000.00	-	46,500.00
Activity 10	Conduct stakeholder feedback assessments	LISGIS	5	62,500.00	68,750.00		62,500.00		193,750.00
Sub-total for G2 SO5				**274,750.00**	**307,575.00**	**244,558.00**	**274,750.00**	**83,450.00**	**1,185,083.00**

Strategy obj. 6	6. Strengthen coordination between data producers and users to ensure that statistical outputs are policy-relevant and demand-driven.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Agricultural Census	MoA	2	432,000.00	475,200.00	522,720.00	432,000.00	475,200.00	2,337,120.00
Activity 2	Conduct Data demand forums	LISGIS	2	15,000.00	16,500.00	-	16,000.00	16,500.00	64,000.00
Activity 3	Conduct a survey to identify and map all sacred areas per districts and counties and associated output(s)	MIA	1	24,000.00	-	-	-	-	24,000.00
Activity 4	Conduct Socio-economic Survey (every year starting 2027) and associated output(s)	MFDP	1	54,000.00	-	-	-	-	54,000.00
Activity 5	Publish user guides, infographics, and policy briefs to help non-technical audiences understand statistical findings	LISGIS	1	90,000.00	-	-	90,000.00	-	180,000.00
Activity 6	Periodically review coordination processes to ensure continuous improvement both intuitional and NSS level	LISGIS	3	28,500.00	31,350.00	34,485.00	28,500.00	31,350.00	154,185.00
Activity 7	1. Conduct national refresher training for county and facility HIS focal persons on DHIS2 reporting standards	MOH	4	25,000.00	27,500.00	-	25,000.00	27,500.00	105,000.00
Activity 8	2. Strengthen mentorship and onsite coaching visits for facilities	MOH- County	2	25,000.00	25,000.00	27,500.00	25,000.00	25,000.00	127,500.00
Activity 9	1. Integrate DHIS2, eLMIS/mSupply, eIDSR, LIS, and CBIS into a national interoperability layer	MOH	1	7,200.00	-	-	7,200.00	-	14,400.00

Activity 10	2. Conduct interoperability testing and validation across counties	MOH	2	10,000.00	-	-	-	6,000.00	16,000.00
Activity 11	Conduct national Data Quality Assurance (DQA) exercises in all 15 counties	MOH	2	50,000.00	-	-	50,000.00	-	100,000.00
Activity 12	Develop updated national data governance guidelines	MOH	1	25,000.00	-	-	25,000.00	-	50,000.00
Activity 13	Produce quarterly health statistical bulletins	MOH	4	8,400.00	8,400.00	9,240.00	-	8,400.00	34,440.00
Activity 14	Organize annual National Health Statistics Conference	MOH Leadership, HIS Team, Partners	1	8,000.00	8,000.00	8,800.00	8,000.00	8,000.00	40,800.00
Activity 15	Gender-Based Violence Survey, annual, and associated output(s)	MOGSCP	5	22,500.00	22,500.00	24,750.00	22,500.00	22,500.00	114,750.00
Activity 16	Survey of Women Trained in Professional Programmes, annual, and associated output(s)	MOGSCP	5	5,000.00	5,250.00	5,775.00	5,000.00	5,250.00	26,275.00
Activity 17	Women's Civil Society Organizations Survey, annual, and associated output(s)	MOGSCP	5	6,125.00	6,125.00	6,738.00	6,125.00	6,125.00	31,237.50
Activity 18	Annual Economic Review Survey and Report	MFDP	5	15,000.00	15,000.00	16,500.00	15,000.00	15,000.00	76,500.00
Sub-total for G2 SO6				**850,725.00**	**640,825.00**	**656,508.00**	**755,325.00**	**646,825.00**	**3,550,208.00**

6.1.3 Strategic Goal 3: Strengthen Sustainable Human and Institutional Capacity for a Professional, Agile, and Future-Ready NSS

Strategy obj. 1	1. Strengthen national capacity development systems to ensure a skilled, professional, and future-ready NSS workforce.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Train Bachelor Degree in Statistics and Related courses	LISGIS	5	1,875,000.00	2,062,500.00	2,268,750.00	2,495,625.00	2,062,500.00	10,764,375.00
Activity 2	train Master and PhDs Degree in Statistics and related courses	LISGIS	5	1,875,000.00	2,062,500.00	2,268,750.00	2,495,625.00	2,062,500.00	10,764,375.00
Activity 3	Establish National Statistics and Training center	LISGIS, Academia	3	100,000.00	110,000.00	-	-	110,000.00	320,000.00
Activity 4	Conduct training of LISGIS Staffs in AI both Local & International	LISGIS+MACs	5	18,800.00	20,680.00	20,680.00	22,748.00	20,680.00	103,588.00
Activity 5	Procure and train staff in Eviews and Matlab	CBL	5	3,750.00	4,125.00	4,538.00	4,991.00	4,125.00	21,529.00
Sub-total G3 SO1				**3,872,550.00**	**4,259,805.00**	**4,562,718.00**	**5,018,989.00**	**4,259,805.00**	**21,973,867.00**

Strategy obj. 2	2. Enhance institutional structures and human resource systems to support efficiency, accountability, and career growth within the NSS.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Support Master's Degree in Statistics, Demography, GIS , and related disciplines	LISGIS+MACS	5	1,875,000.00	2,062,500.00	2,268,750.00	2,495,625.00	2,062,500.00	10,764,375.00
Activity 2	Training of Staff in Data Visualization	LISGIS and MACs	5	10,000.00	11,000.00	12,100.00	13,310.00	11,000.00	57,410.00
Activity 3	Develop HR manual & organograms	LISGIS and MACs	5	2,500.00	2,750.00	3,025.00	3,328.00	2,750.00	14,353.00
Activity 4	Develop an enterprise data architecture blueprint that aligned with national statistical priorities	LISGIS/MACs	1	100,000.00	-	-	-	-	100,000.00
Activity 5	Train technical staff in data engineering, database design, metadata standards, and system interoperability	MACs/LISGIS	4	18,000.00	90,000.00	-	18,000.00	90,000.00	216,000.00
Sub-total G3 SO2				**2,005,500.00**	**2,166,250.00**	**2,283,875.00**	**2,530,263.00**	**2,166,250.00**	**11,152,138.00**

Strategy obj. 3	3. Institutionalize professional standards, and career pathways for core and applied data professionals.								
Strengthening Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Establish Accreditation programs in Data Analysis	LISGIS & Academia	5	25,000.00	27,500.00	30,250.00	25,000.00	27,500.00	135,250.00
Activity 2	Train staff on fit-for purpose visualization tools (Tableau, Power BI, R/Shiny, Python, GIS, Graph, AI)	LISGIS	4	112,500.00	123,750.00	-	112,500.00	123,750.00	472,500.00
Sub-total G3 SO3				**137,500.00**	**151,250.00**	**30,250.00**	**137,500.00**	**151,250.00**	**607,750.00**

Strategy obj. 4	4.Strengthen partnerships and collaborative learning networks for knowledge sharing and capacity exchange at national, regional, and international levels.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Organize regular symposiums with partners for knowledge sharing	LISGIS & Partners	5	8,960.00	9,856.00	10,842.00	11,926.00	9,856.00	51,439.00
Activity 2	Strengthen the capacity to collect domestic and international trade data	LISGIS, MOCI, LRA, MFDP, & CBL	3	30,000.00	33,000.00	-	-	33,000.00	96,000.00
Activity 3	Train statisticians on effective communication, storytelling with data, and principles using AI	MACs	4	3,750.00	18,750.00	-	3,750.00	18,750.00	45,000.00
Activity 4	Train users (policy analysts, media, civil society) on interpreting visualizations and open-data tools	MACs/Partners	2	15,000.00	-	-	15,000.00	-	30,000.00
Sub-total G3 SO4				**57,710.00**	**61,606.00**	**10,842.00**	**30,676.00**	**61,606.00**	**222,439.00**

Strategy obj. 5	5. Foster a culture of innovation, leadership, and accountability across NSS institutions								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Establish a Health Data Leadership Fellowship for county-level HMIS Officers to develop leadership, analytical, and managerial skills.	MOH- Fellowship coordinators, facilitators, mentors	5	6,000.00	6,600.00	7,260.00	7,986.00	6,600.00	34,446.00
Activity 2	Strengthen institutional capacity by equipping the HMIS Division and county teams with modern ICT infrastructure and software tools.	MOH- ICT Technicians, Procurement Team	5	13,500.00	14,850.00	16,335.00	17,969.00	14,850.00	77,504.00
Activity 3	Promote career pathways and professional certification for health statisticians, data managers, and information officers.	MOH- HR Division, HMIS Leadership	0	-	-	-	-	-	-
Sub-total G3 SO5				**19,500.00**	**21,450.00**	**23,595.00**	**25,955.00**	**21,450.00**	**111,950.00**

6.1.4 Strategic Goal 4: Promote Inclusive Data Use and Embed FAIR Data Principles to Ensure Equitable Access, Interoperability, and Widespread Uptake of Official Statistics Through Effective Stakeholder Engagement

Strategy obj. 1	1. Strengthen national data access and communication frameworks to ensure equitable and inclusive use of official statistics.							
Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Develop National Data Access Policy	LISGIS & MACs	-	66,000.00	-	-	-	66,000.00
Activity 2	Stakeholders' engagement	LISGIS & MACs	39,000.00	42,900.00	47,190.00	51,909.00	57,100.00	238,099.00
Activity 3	Develop a national open-data portal hosting machine-readable datasets (CSV, JSON, APIs).	NIR	28,000.00	-	-	-	-	28,000.00
Activity 4	Develop multi-format communication outputs: infographics, fact sheets, dashboards, videos, and policy briefs.	NPHIL	5,400.00	-	-	-	-	5,400.00
Activity 5	Conduct workshops on using the open-data portal, dashboards, and visualization tools.	LISGIS	22,500.00	-	-	24,750.00	-	47,250.00
Activity 6	Conduct accessibility audits and user satisfaction surveys regularly	LISGIS	90,000.00	99,000.00	-	90,000.00	99,000.00	378,000.00
Sub-total G4 SO1			**184,900.00**	**207,900.00**	**47,190.00**	**166,659.00**	**156,100.00**	**762,749.00**

Strategy obj. 2	2. Institutionalize FAIR data principles across the NSS to enhance data findability, accessibility, interoperability, and reusability.							
Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Build interoperable APIs	LISGIS/MACs	34,500.00	37,950.00	41,745.00	45,920.00	50,511.00	210,626.00
Activity 2	Develop tiered data-access policies (open, licensed, restricted) with clear rules and procedures.	LISGIS/MACs	10,350.00	-	-	-	-	10,350.00
Activity 3	Conduct Adaptation workshop on uniform data formats (CSV, JSON, XML, SDMX, GeoJSON) across all NSS entities.	MACs	105,000.00	115,500.00	127,050.00	139,755.00	153,731.00	641,036.00
Activity 4	Train data producers on interoperability standards and reusable data formats.	MACs	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
Activity 5	Conduct regular FAIR (Findable, Accessible, Interoperable, Reusable) maturity assessments across NSS institutions.	MACs	30,000.00	33,000.00	36,300.00	39,930.00	43,923.00	183,153.00
Sub-total G4 SO2			**229,850.00**	**241,450.00**	**265,595.00**	**292,155.00**	**321,370.00**	**1,350,420.00**

Strategy obj. 3	3. Promote inclusive and participatory data ecosystems that amplify the voices and needs of marginalized and underrepresented group							
Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Gender Surveys (GBV, CSO Mapping, Women Leadership, etc.)	MOGCSP	18,750.00	20,625.00	22,688.00	24,956.00	27,452.00	114,471.00
Activity 2	Conduct community consultations, focus groups (involving representatives of women, youth, persons with disabilities, and minority groups) and participatory data-collection workshops.	LISGIS	45,000.00	49,500.00	54,450.00	59,895.00	65,885.00	274,730.00
Activity 3	Develop digital crowdsourcing platforms for marginalized groups to share insights safely	LISGIS	16,000.00	-	-	-	-	16,000.00
Activity 4	Develop participatory community-driven mapping tools (opinion leaders)	LISGIS	27,000.00	-	-	-	-	27,000.00
Activity 5	Track representation of marginalized groups in datasets and data processes.	LISGIS	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
Activity 6	Train statisticians on data storytelling, visualization, and communication techniques.	LISGIS	40,000.00	44,000.00	48,400.00	53,240.00	58,564.00	244,204.00
Sub-total G4 SO3			**196,750.00**	**169,125.00**	**186,038.00**	**204,641.00**	**225,106.00**	**981,660.00**

Strategy Obj 4	4. Enhance data literacy and user engagement to promote an evidence-based culture across all levels of decision-making.							
Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Data literacy campaign	LISGIS	161,000.00	177,100.00	194,810.00	214,291.00	235,720.00	982,921.00
Activity 2	Conduct evidence-based decision-making and accountability	LISGIS	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00	915,765.00
Activity 3	Conduct targeted training sessions for policymakers, planners, journalists, civil society, and local government officials in basic statistical reporting	LISGIS	36,000.00	39,600.00	43,560.00	47,916.00	52,708.00	219,784.00
Activity 4	Develop sector-specific modules (e.g., health, education, agriculture) that show how data informs decisions.	MOH/ NHPIL/ MOA/ MOE	6,000.00	-	-	-	-	6,000.00
Activity 5	Translate statistical reports or products into local languages, culture group and adapt them for multiple literacy levels and to dramatize.	LISGIS	90,000.00	99,000.00	108,900.00	119,790.00	131,769.00	549,459.00
Activity 6	Integrate data and statistical literacy into school curricula and university programs.	LISGIS	7,500.00	-	-	-	-	7,500.00
Activity 7	Develop standard templates for visual products, briefs, and presentations.	LISGIS	12,500.00	-	-	-	-	12,500.00
Sub-total G4 SO4			**463,000.00**	**480,700.00**	**528,770.00**	**581,647.00**	**639,812.00**	**2,693,929.00**

Strategy obj. 5	5. Strengthen partnerships and collaboration with media, academia, and civil society to promote data communication and public awareness.							
Strengthen Leadership Commitment	Activity description	Implementing Institution	2026	2027	2028	2029	2030	Total
Activity 1	Build Partnerships with academia, CSOs	LISGIS , Academia, Partners	20250	22275	24503	26953	29648	123628
Activity 2	Conduct Train communication specialist, build the capacity of journalists in data reporting visualization	MICAT, LISGIS	33,000.00	36,300.00	39,930.00	43,923.00	48,315.00	201,468.00
Activity 3	Conduct Gender Disaggregated Statistics Assessment Audit across MACs	LISGIS	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00	305,255.00
Activity 4	Train civil society organizations on using official data for advocacy and program monitoring.	LISGIS	9,000.00	9,900.00	10,890.00	11,979.00	13,177.00	54,946.00
Activity 5	Establish platforms for sharing research findings and evidence with policymakers and the public.	LISGIS	5,000.00	-	-	-	-	5,000.00
Activity 6	Develop dashboards and visualization platforms that media and civil society can access and embed in their content.	LISGIS	6,000.00	-	-	-	-	6,000.00
Activity 7	Conduct stakeholder engagement sessions on FAIR data principles across national and county levels	MOH	57,600.00	63,360.00	69,696.00	76,666.00	84,332.00	351,654.00
Activity 8	Develop and disseminate standardized MoH data-sharing guidelines aligned with FAIR principles	MOH	9,000.00	-	-	-	-	9,000.00
Activity 9	Conduct Train County and facility data officers on interoperable data systems (DHIS2, eLMIS, LIS, CBIS, and EIR)	MOH	5,000.00	-	25,000.00	-	-	30,000.00
Activity 10	Conduct user-friendly data access workshops for policymakers, partners, and program leads	MOH	12,900.00	-	-	19,000.00	20,900.00	52,800.00
Activity 11	Upgrade MoH websites and digital portals to improve public health data accessibility and transparency	MOH	4,000.00	4,400.00	-	-	-	8,400.00
Activity 12	Establish a multi-stakeholder Data Use Forum to promote evidence-driven health decisions	MOH	72,000.00	79,200.00	87,120.00	-	-	238,320.00
Sub-total G4 SO5			**283,750.00**	**270,435.00**	**317,639.00**	**245,071.00**	**269,577.00**	**1,386,471.00**

6.1.5 Strategic Goal 5: Promote Innovation and Build a Resilient National Data Ecosystem that Leverages AI and Emerging Technologies to Support Digital Transformation, Collaboration, and Inclusive Development

Strategy obj. 1	1. Strengthen national innovation and technology adoption capacity within the NSS.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Develop integrated and collaborative Data management system	LISGIS	2	12,000.00	13,200.00	14,520.00	-	-	39,720.00
Activity 2	Conduct Training AI-assisted data cleaning	LISGIS	5	27,500.00	30,250.00	33,275.00	36,602.50	40,262.80	167,890.25
Activity 3	conduct Geospatial-statistical integration workshop	LISGIS+MLME	5	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00	122,102.00
Sub-total G5 SO1				**59,500.00**	**65,450.00**	**71,995.00**	**63,223.00**	**69,545.00**	**329,712.00**

Strategy obj. 2	2. Institutionalize frameworks and policies that promote safe, ethical, and inclusive use of AI and emerging technologies for official statistics.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct AI Ethics Framework Strategy	LISGIS	3	13,800.00	-	-	23,100.00	25,410.00	62,310.00
Sub-total G5 SO2				13,800.00	-	-	23,100.00	25,410.00	62,310.00

Strategy obj. 3	3. Foster innovation partnerships between government, academia, private sector, and technology communities to accelerate data ecosystem growth.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Big data pilots	LISGIS	2	8,000.00	-	8,500.00	-	-	16,500.00
Sub-total G5 SO3				**8,000.00**	**-**	**8,500.00**	**-**	**-**	**16,500.00**

Strategy obj. 4	4. Strengthen the resilience and interoperability of the national data infrastructure.								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct ICT professionals training.	LISGIS	2	4,600.00	-	7,000.00	-	-	11,600.00
Activity 2	Conduct Tech hub partnerships workshop	LISGIS/ ICT& Partners	1	7,050.00	7,755.00	-	-	-	14,805.00
Activity 3	Establish Cloud storage	LISGIS/ ICT& Partners	2	6,000.00	6,600.00	-	-	-	12,600.00
Activity 4	Procure and deploy licenses for interactive data storytelling tool (e.g., Flourish) to enhance digital dissemination	LISGIS	5	200.00	220.00	242.00	266.20	292.80	1,221.02
Activity 5	Develop and deploy AI-enabled analytics for disease surveillance, supply-chain monitoring, and service delivery forecasting	LISGIS	3	33,000.00	36,300.00	39,930.00	-	-	109,230.00
Activity 6	Establish a National Health Data Innovation Lab under MoH	MOH	1	16,500.00	-	-	-	-	16,500.00
Activity 7	Conduct capacity-building programs on AI, machine learning, and digital health innovation for MoH and county staff	MOH	2	37,000.00	40,700.00	-	-	-	77,700.00
Activity 8	Pilot digital tools for real-time community data reporting using mobile and low-connectivity solutions	LISGIS	3	330,000.00	-	440,000.00	484,000.00	-	1,254,000.00
Activity 9	Strengthen cybersecurity and data protection for national health systems	MOH	1	9,000.00	-	-	-	-	9,000.00
Activity 10	Promote multisector innovation partnerships (MoH, LISGIS, Academia, ICT sector)	MoH	4	8,000.00	8,800.00	-	8,000.00	8,800.00	33,600.00
Sub-total G5 SO4				**451,350.00**	**100,375.00**	**487,172.00**	**492,266.00**	**9,093.00**	**1,540,256.00**

6.1.6 Strategic Goal 6: Secure Sustainable and Innovative Financing Models to Ensure Long-Term Resilience, Autonomy, and Continuous Transformation of the NSS

Strategy obj. 1	1. Establish sustainable and diversified financing mechanisms for the NSS								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct National Financing Strategy	LISGIS + MFDP	1	3,700.00	-	-	-	-	3,700.00
Activity 2	Conduct Donor roundtables Discussion	LISGIS, Partners & MACs	1	12,000.00	-	-	-	-	12,000.00
Sub-total G6 SO1				**15,700.00**	**-**	**-**	**-**	**-**	**15,700.00**

Strategy obj. 2	2. **Integrate statistical financing into national development and budgeting frameworks**								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Support and finance Dedicated MACs budget lines	MFDP	5	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	16,000.00
Sub-total G6 SO2				**3,200.00**	**3,200.00**	**3,200.00**	**3,200.00**	**3,200.00**	**16,000.00**

Strategy obj. 3	3. **Strengthen financial governance, efficiency, and value-for-money in statistical operations**								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Conduct Expenditure Tracking Survey	LISGIS	1	94,500.00	-	-	-	-	94,500.00
Activity 2	Conduct Financial audits	LISGIS	1	18,750.00	-	-	-	-	18,750.00
Activity 3	Conduct Mid-term review	LISGIS	1	28,800.00	-	-	-	-	28,800.00
Sub-total G6 SO3				**142,050.00**	**-**	**-**	**-**	**-**	**142,050.00**

Strategy obj. 4	**4. Foster partnerships and innovative financing models, including public–private collaborations, to support continuous transformation of the NSS.**								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	**2027**	**2028**	2029	2030	Total
Activity 1	Conduct Data-for-Development partnerships workshop	LISGIS	3	21,000.00	23,100.00	-	21,000.00	-	65,100.00
Sub-total G6 SO4				**21,000.00**	**23,100.00**	**-**	**21,000.00**	**-**	**65,100.00**

Strategy obj. 5	**5. Build institutional capacity for resource planning, mobilization, and financial accountability.**								
Strengthen Leadership Commitment	Activity description	Implementing Institution	Number of Years	2026	2027	2028	2029	2030	Total
Activity 1	Train MACs on resource mobilization	LISGIS	1	24,000.00	-	-	-	-	24,000.00
Activity 2	Develop a health-sector financing strategy for HIS and statistical modernization	MOH	2	8,000.00	-	-	8,000.00	-	16,000.00
Activity 3	Conduct resource mapping of all HIS and data-related funding across MoH and partners	MOH	2	5,280.00	-	-	5,280.00	-	10,560.00
Activity 4	Develop a costed HIS investment plan aligned with MoH priorities	MOH	5	3,520.00	7,040.00	7,744.00	3,520.00	7,040.00	28,864.00
Activity 5	Strengthen domestic resource mobilization for HIS and data systems	MoH Leadership, Budget Office, HIS Unit	2	9,000.00	-	-	9,000.00	-	18,000.00
Activity 6	Advocate with MFDP and Legislature to increase annual HIS budget	MoH Leadership, HIS Unit	5	3,000.00	15,000.00	16,500.00	3,000.00	15,000.00	52,500.00
Activity 7	Integrate HIS financing into the national health sector budget cycle	MOH	5	5,000.00	25,000.00	27,500.00	5,000.00	25,000.00	87,500.00
Sub-total G6 SO5				**57,800.00**	**47,040.00**	**51,744.00**	**33,800.00**	**47,040.00**	**237,424.00**

7.1 NSDS III Indicator Performance Table (2026–2030)

SG	Strategic Objective	Key Activity Area	Indicator	Target (2030)	Means of Verification	Frequency
SG1	SO1 Leadership Commitment	Revitalize NSS leadership structures	National Statistical Steering Committee operational (Yes/No)	Yes	NSC records	Annual
SG1	SO1	Leadership workshops	# NSS leadership workshops conducted annually	≥1 per year	Workshop reports	Annual
SG1	SO1	Institutional alignment	% institutions with leadership-endorsed statistics plan	100%	Approved plans	Annual
SG1	SO2 Management Systems	Institutional M&E frameworks	% institutions with operational internal M&E frameworks	100%	LISGIS review	Annual
SG1	SO2	Quality Assurance systems	% institutions with QA systems operational	90%	QA audit	Annual
SG1	SO2	Reporting compliance	% institutions submitting quarterly performance reports	100%	Consolidated reports	Quarterly
SG1	SO3 Coordination	Data-sharing agreements	# inter-institutional MoUs signed	≥25	MoU registry	Annual
SG1	SO3	Data exchange	% institutions sharing structured datasets	95%	Data exchange registry	Annual

SG	Strategic Objective	Key Activity Area	Indicator	Target (2030)	Means of Verification	Frequency
SG1	SO4 Data Governance	Governance policies	% institutions adopting formal data governance policy	100%	Policy review	Annual
SG1	SO4	Metadata standards	% institutions using standardized metadata templates	90%	Technical audit	Annual
SG2	SO1 Standardization	GSBPM adoption	% institutions mapping production to GSBPM/LNCSPA	90%	Methodology audit	Annual
SG2	SO1	Metadata documentation	% datasets with complete metadata documentation	95%	QA audit	Annual
SG2	SO2 Digitization	Digital data collection	% surveys conducted using CAPI/MDC	85%	ICT audit	Annual
SG2	SO2	Enumerator training	# staff trained in digital data collection	≥500 cumulatively	Training records	Annual
SG2	SO2	Processing efficiency	Reduction in data processing time (days)	-50%	Production reports	Annual
SG2	SO3 Quality Assurance	Statistical review	% statistical releases peer-reviewed before publication	95%	QA review logs	Annual
SG2	SO4 NTDS	NTDS pilots	# NTDS pilot projects implemented	≥10	Project reports	Annual

SG	Strategic Objective	Key Activity Area	Indicator	Target (2030)	Means of Verification	Frequency
SG2	SO4	NTDS adoption	% institutions integrating NTDS into outputs	60%	Institutional survey	Annual
SG3	SO1 HR Development	HR plans	% institutions with HR development plan	100%	HR audit	Annual
SG3	SO1	Technical training	# staff trained in AI, data science, governance	≥300 cumulatively	Training records	Annual
SG3	SO2 Core Roles	Data Engineer role	% institutions with Data Engineer position	75%	HR records	Annual
SG3	SO2	Data Scientist role	% institutions with Data Scientist position	75%	HR records	Annual
SG3	SO3 Professionalization	Professional framework	National Statistical Professional Framework adopted (Yes/No)	Yes	Policy approval	Once
SG3	SO3	Gender inclusion	% female representation in core technical roles	≥40% in new recruitment	HR audit	Annual
SG4	SO1 Stakeholder Engagement	Feedback mechanisms	% institutions with formal stakeholder feedback system	100%	Institutional review	Annual
SG4	SO1	User consultations	# annual user satisfaction surveys conducted	≥1 per year	Survey reports	Annual

SG	Strategic Objective	Key Activity Area	Indicator	Target (2030)	Means of Verification	Frequency
SG4	SO2 Dissemination	Digital platforms	% institutions with functional statistical dissemination platform	100%	Website audit	Annual
SG4	SO2	Publication frequency	# statistical products published annually	+50% increase	Publication registry	Annual
SG4	SO3 Disaggregation	Data inclusivity	% datasets disaggregated by sex, age, region	90%	Data audit	Annual
SG5	SO1 AI Strategy	AI policy adoption	National AI Strategy for NSS adopted (Yes/No)	Yes	Policy document	Once
SG5	SO1	AI pilots	# AI pilot projects implemented	≥8	Project reports	Annual
SG5	SO2 EDRMS	System installation	% institutions using EDRMS	100%	Systems audit	Annual
SG5	SO2 ICDMS	Interoperability	% institutions connected to ICDMS	100%	LISGIS technical report	Annual
SG6	SO1 Financing	Domestic allocation	% increase in domestic statistical allocation	+50%	National Budget	Annual
SG6	SO1	Portfolio funding rate	% approved NSDS activities funded annually	100%	PMU records	Annual

SG	Strategic Objective	Key Activity Area	Indicator	Target (2030)	Means of Verification	Frequency
SG6	SO2 Budget Integration	MTEF integration	Statistics fully integrated into MTEF (Yes/No)	Yes	Budget review	Annual
SG6	SO3 Financial Governance	Audit compliance	% portfolio activities audited annually	100%	Audit reports	Annual