







Economic Commission  
for Africa



The World Bank



# The Reference Regional Strategic Framework for Statistical Capacity Building in Africa

*Better Statistics for Improved Development Outcomes*

February 2006

For this and other publications, please visit the ECA website at the following address:  
<http://www.uneca.org>

or contact:

Publications  
Economic Commission for Africa  
P.O. Box 3001  
Addis Ababa, Ethiopia  
Tel.: 251-11-544-9900  
Fax: 251-11-551-4416  
E-mail: [ecainfo@uneca.org](mailto:ecainfo@uneca.org)

All rights reserved  
First Printing August 2006

Material from this publication may be freely quoted or reprinted. Acknowledgment is requested, together with a copy of the publication.

The views expressed are those of its authors and do not necessarily reflect those of the United Nations.

Printed by the ECA Documents Publishing and Distribution Unit (DPU).

# Table of Contents

Preface.....	v
Abbreviations.....	vii
Executive Summary.....	ix
PART ONE: National Statistical Systems.....	1
1. Political and Historical Background .....	3
2. Assessment of National Statistical Systems .....	9
PART TWO: Objectives, Strategies, Implementation, Monitoring, and Reporting.....	29
3. Objectives and Strategies .....	31
4. Implementation, Monitoring and Reporting .....	49
5. Recommendations .....	59
PART THREE: Annexes .....	65
Annex A: External Stakeholders .....	67
Annex B: Logical Framework for the Reference Regional Strategic Framework for Statistical Capacity Building in Africa.....	75
Annex C: Effective Initiatives and Good Practices .....	87
Annex D: CODI-II.....	99
Annex E: Yaoundé Declaration on Statistical Development in Africa.....	103
Annex F: FASDEV-I .....	107



# Preface

This Reference Regional Strategic Framework (RRSF) was designed to improve development outcomes and governance by strengthening national statistical systems in Africa. The goal of the framework is to raise societal awareness of the role of statistical information, increase user satisfaction by enhancing the quality and usability of statistical information, promote greater use of statistical information and achieve synergy, cost-effectiveness, and sustainability in statistical information systems.

The framework is based on information obtained from various sources, including reports, earlier assessments of country statistical capacity, and an assessment of and consultation with more than 20 countries and 40 sub-regional, regional, and international organizations and donors agencies undertaken in 2005. The development of the framework was funded by the African Development Bank (AfDB), the Partnership in Statistics for Development in the 21st Century (PARIS21) and the World Bank. The framework was prepared by a team of international consultants hired by the three funding partners, coordinated by the United Nations Economic Commission for Africa (UNECA). These consultants included Prof. Ben Kiregyera (team leader), Mr. Oladejo O. Ajayi, Mr. Richard Roberts, Ms. Christine Spanneut and Dr. Nittala Subrahmanya Sastry. Mr. Adalbert Nshimyumuremyi (AfDB), Ms. Awa Thiongane (UNECA), and Ms. Naoko Watanabe (World Bank) provided invaluable support to the team, which benefited from close supervision by Dr. Dimitri Sanga (UNECA), Mr. Antoine Simonpietri (PARIS21), Mr. Charles Lufumpa (AfDB) and Mr. Misha Belkindas (World Bank).





# Abbreviations

ABSA	Advisory Board on Statistics in Africa
ACBF	African Capacity Building Foundation
AfDB	African Development Bank
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
AFRITACs	African Regional Technical Assistance Centers
ASYCUDA	Automated System for Customs Data
CODI	Committee on Development Information
CRIS	Country Response Information System
CSPro	Census and Survey Processing
CWIQ	Core Welfare Indicators Questionnaire
DFID	Department for International Development
DHS	Demographic and Health Survey
EAC	East African Community
ECA	Economic Commission for Africa
ECOWAS	Economic Community for West African States
FAO	Food and Agriculture Organization
FASDEV	Forum on African Statistical Development
GDDS	General Data Dissemination System
HIPC	Heavily Indebted Poor Countries
ICP-Africa	International Comparison Program for Africa
ILO	International Labour Organization
IMF	International Monetary Fund
IMPS	Integrated Microcomputer Processing System
ISI	International Statistical Institute

IHSN	Integrated Household Survey Network
MAPS	Marrakech Action Plan for Statistics
MDG	Millennium Development Goal
MICS	Multiple Indicator Cluster Survey
MTEF	Medium-Term Expenditure Framework
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental Organization
PARIS21	Partnership in Statistics for Development in the 21 <sup>st</sup> Century
PRSP	Poverty Reduction Strategy Paper
RRSF	Reference Regional Strategic Framework
SADC	Southern Africa Development Community
SDDS	Special Data Dissemination Standard
SNA	System of National Accounts
UEMOA	Union Economique et Monétaire Ouest Africaine
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization

# Executive Summary



At the end of the 1990s, Africa's leaders committed themselves to the continent's renewal with the creation of the African Union and the adoption of the New Partnership for Africa's Development (NEPAD). Both initiatives were intended to address Africa's development challenges; place African countries, both individually and collectively, on a path of sustainable growth and development; and extricate the continent from the malaise of underdevelopment and exclusion in a globalizing world.

Africa's leaders also committed themselves to the results agenda, including Poverty Reduction Strategy Papers (PRSPs), the Millennium Development Goals (MDGs), and other national and sectoral development plans. The results agenda requires clear and systematic measurement and reporting on achievement of outputs, outcomes, and the impact of development policies and programs using better statistics. Better statistics are required to inform various development challenges facing Africa and are a necessary part of the development infrastructure.

The results agenda has led to an unprecedented increase in demand for better statistics, putting severe pressure on already fragile and underperforming national statistical systems in many countries. Concerted action is needed to address this problem. In particular, statistical systems need to be reformed and strengthened, and statistical capacities need to be built in a sustainable manner if the data challenges posed by the results agenda are to be met.

Despite statistical capacity-building initiatives in Africa over the past 40 years or so, the capacity of most countries in the region remains weak, and there is little use of data by policy-makers. The Reference Regional Strategic Framework (RRSF) sets out a coherent framework to build this capacity, in line with the Marrakech Action Plan for Statistics (MAPS). The framework will provide guidance to countries on how to improve their statistics and increase their use in policy-making and decision-making. For this to happen, key stakeholders in the national statistical systems in Africa will have to work in concert and within this framework.

The national statistical system is made up of national stakeholders and external stakeholders. National stakeholders include government ministries

and institutions, public sector institutions, private sector institutions, civil society organizations, research and training institutions and the general public. External stakeholders include sub-regional and regional organizations, regional statistical training centers, bilateral and multilateral donors and international organizations.

The assessment of national statistical systems shows that development strategies and frameworks such as sectoral policies and programs, PRSPs, the MDGS, and other national development plans represent a principal source of statistical demand and influence which data are collected in African countries. It also reveals that there is a low level of awareness of the role that statistics can play in policy-making and decision-making, with consequent low levels of demand.

Data are produced by many institutions in Africa, including the national statistical office; line ministries; public sector institutions, such as the central bank; private sector institutions, such as chambers of commerce and industry; research and training institutions, including universities; and non-governmental organizations (NGOs). The assessment reveals that many national statistical systems are trapped in a vicious cycle in which the shortage of funds contributes to poor performance and low-quality statistics, which in turn create a negative view of and further lack of support and funding for statistical operations and development. Many national statistical systems lack the capacity to perform even the minimum operations and cannot adapt to the new challenges or meet the new demands for data. When the national statistical office has not been able to perform adequately, other entities, such as the central bank or the ministry of finance, have sometimes taken over some of the statistical functions it would normally assume, further reducing its standing and its claim to sustained government funding. In many countries, donor assistance has sustained statistical operations.

Sub-regional organizations are promoting the production of harmonized and consistent data by member states; use of best practice, standards and methods; and the adoption of international guidelines for statistical production and compilation. Their statistics units vary in size and effectiveness, making it difficult for some of them to perform their functions properly.

At the regional level, the African Development Bank (the AfDB) is carrying out statistical capacity building consistent with the Yaoundé Declaration on Statistical Development in Africa, adopted by the Directors of national statistical offices in 2004. This work builds on the AfDB's work as coordinator of the International Comparison Program for Africa (ICP-Africa) and its assistance to countries in developing their national strategies for the development of

statistics. The AfDB expects to sustain its support for statistical development beyond 2007, when the current program ends.

The United Nations Economic Commission for Africa (UNECA) is responsible for several forums that promote statistics, including the Advisory Board on Statistics in Africa (ABSA) and the Committee on Development Information (CODI). UNECA, in collaboration with the AfDB, the PARIS21, and the World Bank, is also jointly responsible for the Forum on African Statistical Development (FASDEV). UNECA's role in the past 10 years has declined, but there are plans to strengthen it.

While the African Union has not been actively involved in statistical development, it has realized that for effective implementation of its programs, it will need a lot of statistical information. For this reason, it has established a statistics unit (to be upgraded later) to organize statistical products that will support the programs. The AU is expected to play a role in the implementation of the framework and especially in high-level statistical advocacy.

Donor agencies and international organizations are assisting countries to develop statistical capacity, with technical assistance and funding of large statistical development programs. Significant contributions have been made in such areas as population and housing censuses, integrated large-scale household surveys, technical training, and the development of standard computer software systems for statistical purposes.

Statistical personnel are trained at national training institutions (usually universities) and regional statistical training centers. While the regional training centers adapt their training programs to the needs of national statistical offices, in universities teaching programs tend to be theoretical. Moreover, throughout Africa the teaching of statistics is done largely from the supply side. It does not provide an understanding of the demand for statistics by the national and international development agenda or the implications of monitoring progress toward achievement of the goals and targets set out in PRSPs or the MDGs. Most statistical training centers face shortages of teaching staff, fellowships, teaching materials (mainly books and computers), budgetary support from the government, and teaching space.

The RRSF has been prepared to overcome problems and constraints and meet the challenges that have been identified. Its overall objective is to improve development outcomes and good governance by strengthening national statistical systems in Africa. Specific objectives include raising societal awareness of the role of statistical information, increasing user satisfaction by enhancing the quality and usability of statistical information, promoting

greater use of statistical information and achieving synergy, cost-effectiveness, and sustainability in statistical information systems.

The following strategies have been developed to achieve these objectives:

Overall: Design and implement a national strategy for the development of statistics.

1. Invigorate statistical advocacy.
2. Mainstream statistics as a cross-cutting sector in the development process.
3. Update the legal and regulatory framework.
4. Assess and prioritize user needs.
5. Undertake data development.
6. Foster coordination, collaboration and partnerships.
7. Enhance the statistical infrastructure.
8. Harness information and communication technology.
9. Develop human capital.
10. Improve data analysis.
11. Improve data dissemination.
12. Improve funding and sustainability.

National stakeholders (principally the Directors of national statistical offices) and external stakeholders have been consulted on the framework. The framework was endorsed by the Directors of national statistical offices in Africa (STATCOM-AFRICA) and the Forum on African Statistical Development (FASDEV) held in Addis Ababa, Ethiopia on February 6-8 and February 9-10 2006, respectively. The framework will be referred to ABSA and CODI before being presented to the UNECA Conference of Ministers of Finance and Planning for final endorsement and to the AfDB Board of Directors for information.

The roles of stakeholders in implementing the framework have been identified. Primary responsibility for implementation lies with the countries, the primary beneficiaries of the RRSE. Under the framework, national statistical offices will create awareness about and enlist support for the framework among key stakeholders, designate an official to coordinate framework implementation at the country level and liaise with coordinators at the sub-regional and regional levels, and design and implement a national strategy for the development of statistics. Sub-regional organizations will continue to assist countries in adapting global concepts and classifications to suit conditions in the sub-region. The statistics units in these organizations will be strengthened and a framework coordinator designated at the sub-regional level. The regional organizations will create awareness about and enlist support for the framework regionally and internationally, using various forums, such as international meetings, PARIS21 meetings, FASDEV meetings and regional meetings of ministers, and establish a regional Framework Coordinator.

International organizations and donors (bilateral and multilateral) will continue to develop statistical methodologies and frameworks, fund statistical activities at all levels and provide technical assistance. The role of donors and international organizations in developing statistics in Africa is expected to grow in the context of this framework, as about \$73 million a year in additional external assistance will be needed to implement the framework throughout Africa, about \$60 million of which will go to low-income countries. They will have greater impact if their efforts are coordinated.

Monitoring of framework implementation will be handled by building on the PARIS21 Statistical Capacity Building Indicators and the IMF's Data Quality Assessment Framework. Both qualitative and quantitative indicators will be used for this purpose, and monitoring will be done on a continuous basis. Countries will provide a mechanism for monitoring statistical development within their national strategies for the development of statistics (NSDS). UNECA and the AfDB will jointly coordinate framework implementation, monitoring, and reporting. Both organizations will agree on the appropriate coordination mechanism. The AU will play a strong advocacy role at the highest level of government in all African countries and among development partners. As part of the monitoring framework, peer review of country national statistical systems and statistical work by the sub-regional organizations will be undertaken.

Critical risk factors that could affect implementation of the framework have been identified and mitigation measures proposed. To enhance the effectiveness of monitoring activity, actions will be taken in response to what is measured and reported. An annual report will be produced by the coordinator at the

regional level, based on information and reports provided by countries to sub-regional organizations, by sub-regional organizations on their own activities and by training institutions. This report will be distributed to members of ABSA and FASDEV. A biennial report will also be produced based on a review to be undertaken every two years (in 2007, 2009, 2011 and 2013). The mid-decade review of the framework (in 2010) as well as the main review (in 2015) will be undertaken by an independent institution or agency selected by UNECA and the AfDB. The biennial, mid-decade, and main review reports will be presented to CODI, FASDEV and the UNECA Conference of Ministers for Finance and Planning and the AfDB Board of Directors. Together with the agencies responsible for implementation - national statistical offices, councils, commissions, boards, and committees; line ministries; sub-regional organizations; regional organizations; and international agencies - the coordinating agencies will make recommendations on implementation, monitoring, and reporting.



# **PART ONE**

## National Statistical Systems



# Political and Historical Background



## Africa's Development Initiatives

1. At the end of the 1990s, the African heads of state and government took very important steps in calling for the establishment of an African Union, “with a view, *inter alia*, to accelerating the process of integration in the continent to enable it to play its rightful role in the global economy while addressing multifaceted social, economic and political problems compounded as they are by certain negative aspects of globalization.” They also launched the process of formulating a vision of and designing a strategic framework for Africa’s renewal.

2. The New Partnership for Africa’s Development (NEPAD) was adopted as a reference framework for the objectives, prerequisites, strategic directions and action lines of the continent’s development as well as for the relationships with development partners for resource mobilization. In 2002, the African heads of state and government adopted a Declaration on Democracy, Political, Economic and Corporate Governance. The declaration, which is reinforced by the African Peer Review Mechanism, uses sub-regional organizations to leverage implementation.

3. These development initiatives were facilitated by an international context in which changes were occurring in political approaches, in economic policies, and in partnerships between developing countries and developed countries and financing institutions. At the same time, democratization was spreading in Africa, empowering more people than ever. It was in this context that a global compact between Africa and the international community came into existence. African decision-makers have specified their political visions and objectives consistent with the internationally agreed objectives.

## Managing for Results

4. At the dawn of the third millennium, Africa, other developing regions and development partners have committed themselves to managing for development results. This “results agenda” involves focusing on performance

and the achievement of outputs, outcomes and impact. It includes sectoral development plans, Poverty Reduction Strategy Papers (PRSPs) and other national development plans; NEPAD; and the Millennium Development Goals (MDGs). The results agenda is data intensive and predicated on the notion that there is both the capacity to demand and effectively use statistics for policy analysis and design (statistical demand) and the national capacity to produce better statistics and to do so in a sustained manner, on a scale, and in a time frame that are relevant to policy-makers (statistical supply).

5. The statistical systems that are required to provide the needed data in Africa have evolved slowly, starting from statistical units serving the needs of administration and finance and deriving data mainly from population censuses and administrative records from schools and hospitals. After independence, statistical offices generally remained oriented toward administrative and financial needs. Emphasis was later put on economic statistics: trade, prices, agriculture, industry, and household expenditure, irrespective of the organizational location of the statistical unit. Subsequently, attention focused on demographic and social statistics and data to monitor PRSPs and the MDGs as well as the statistical demand from civil society stemming from governments' renewed commitments to democracy and good governance. The role of statistics in providing the evidence to support development and accountability of governments has also evolved in recent years. Within a few decades, national statistical systems in Africa evolved from single small units that were accountable only to the government to large departments or agencies serving and accountable to multiple data users.

6. The results agenda has led to an unprecedented increase in demand for good statistics from the statistical services but finance for governmental statistics has not kept up with this demand. As a result, statistical services are fragile and vulnerable. Statistical systems must be able to produce the data needed to support the development process - while improving efficiency and effectiveness - with limited financial and technical resources; they need to be reformed and strengthened, and statistical capacities need to be built in a sustained manner if the data challenges posed by the results agenda are to be met.

## Regional Capacity-Building Initiatives

7. In their quest to provide data that can meet the requirements of the economic and social agenda, the African statistical community and its partners have undertaken several initiatives to build statistical capacity at the national level over the last two decades. The Addis Ababa Plan of Action, adopted in 1990, was one of those initiatives. It sought to create awareness through a

variety of actions. Efforts included designing strategic development plans for statistics, strengthening the organization and management of statistical systems, coordinating statistical activities, improving the quality of statistics, developing databases, disseminating statistical products, promoting data analysis and research, creating African Statistical Day and training staff.

8. The Addis Ababa Plan of Action was evaluated at the end of the 1990s. The evaluation identified the problems encountered in implementing the plan. Most of the problems were related to the lack of ownership of the plan, the lack of leadership of national statistical systems, the lack of financial resources, and the inadequacy of institutional and human capacities.

9. Different initiatives were undertaken by different stakeholders to address the findings of the evaluation of the Addis Ababa Plan. In 2002 the African Development Bank (the AfDB) initiated a major region-wide statistical capacity-building program, using the International Comparison Program for Africa (ICP-Africa) as a springboard. The program conducts capacity-building activities in 51 of the 53 countries in Africa. It provides both financial support and technical assistance to countries to maximize synergy between ICP and national statistical programs and to design national strategies for the development of statistics and build statistical capacity in countries. The AfDB is providing assistance to sub-regional organizations to build internal capabilities for planning, executing and monitoring surveys. It is also providing assistance to statistical training centers to develop or strengthen their programs to make them more responsive to current and future training needs of national statistical systems. In April 2004, the heads of national statistical offices in Africa adopted the Yaoundé Declaration, which recommended that the ICP-Africa be the flagship for statistical capacity building in Africa (see the text of the declaration in annex E).

10. Between 2001 and 2005, stakeholders met in various inter-governmental forums of the United Nations Economic Commission for Africa (UNECA), namely the Committee on Development Information (CODI)<sup>1</sup>, held in September 2001, the Forum on African Statistical Development (FASDEV)<sup>2</sup>, held in May 2004, and a meeting of the primary sponsors of FASDEV (the AfDB, UNECA, the Partnership in Statistics for Development in the 21st

---

1 CODI is one of the seven technical committees established by UNECA; its terms of reference include advising on measures to improve statistical development of UNECA member states. See annex E for the text of the CODI II Resolution of Statistical Development in Africa.

2 FASDEV is a forum of national, sub-regional, regional, and international organizations that seek to strengthen cooperation for statistical development in Africa. See annex F for the text of the communiqué of the FASDEV-I.

Century [PARIS21], and the World Bank) and the International Monetary Fund (IMF), held in Tunis in January and February 2005. They resolved that a new framework for statistical development in Africa should be put in place by developing a Reference Regional Strategic Framework (RRSF), in line with the Marrakech Action Plan on Statistics (MAPS), under UNECA coordination.

11. The MAPS, a plan for improving statistics in developing countries, came out of the 2004 Marrakech Roundtable meeting for improving statistics when the Meeting identified better statistics as a priority of the results agenda. The MAPS contains six action areas: Mainstream strategic planning of statistical systems; Prepare for the 2010 Census Round; Increase financing for statistical capacity building; Set up an International Household Survey Network; Undertake urgent improvements needed for MDG monitoring by 2005; and Increase accountability for the international statistical system. The RRSF contains components relevant to each of the action areas and promotes implementation of MAPS in Africa.

12. This framework has been designed to provide strategic directions and appropriate mechanisms for guiding and accelerating the development of sustainable statistical capacity in Africa for managing for results. The framework has four main aims:

- Raise awareness of the role of statistics.
- Increase user satisfaction by enhancing the quality and usability of statistical information.
- Promote greater use of statistical information.
- Achieve synergy, cost-effectiveness and sustainability in national statistical systems.

13. The framework is broad-based, covering the national statistical system so that in terms of data producers, it refers to all producers of statistics in a country. Thus it covers the national statistical office, the statistical departments of the central bank and line ministries which compile sectoral statistics, associations and other statistical structures such as the census office if it is separate from the national statistical office. This approach is aimed at ensuring balanced development of the national statistical system covering all fields of statistics and reflecting national priorities such that key needs in each sector are provided for. Given this comprehensive coverage, the issue of coordination among data producers is emphasized. Coordination of donor interventions across the general and sectoral fields of statistics is also integral to the framework.

14. The focus of the framework is on improving the planning, prioritizing, financing, management, and coordination of statistical development activities to meet demands for good-quality statistics. National statistical institutions will be able to refer to this framework for guidance on statistical capacity building; development partners will be able to use it as an input in selecting programs and projects to support. All stakeholders will be able to use it to promote effective partnerships and to coordinate capacity-building efforts. Once adopted by all stakeholders, the new framework is expected to help create much-needed synergies, reduce duplication of efforts and promote sustained statistical capacity in Africa.

15. The development of the Framework was funded by the AfDB, PARIS21, and the World Bank. The team of international consultants who designed it was coordinated by UNECA.





# Assessment of National Statistical Systems



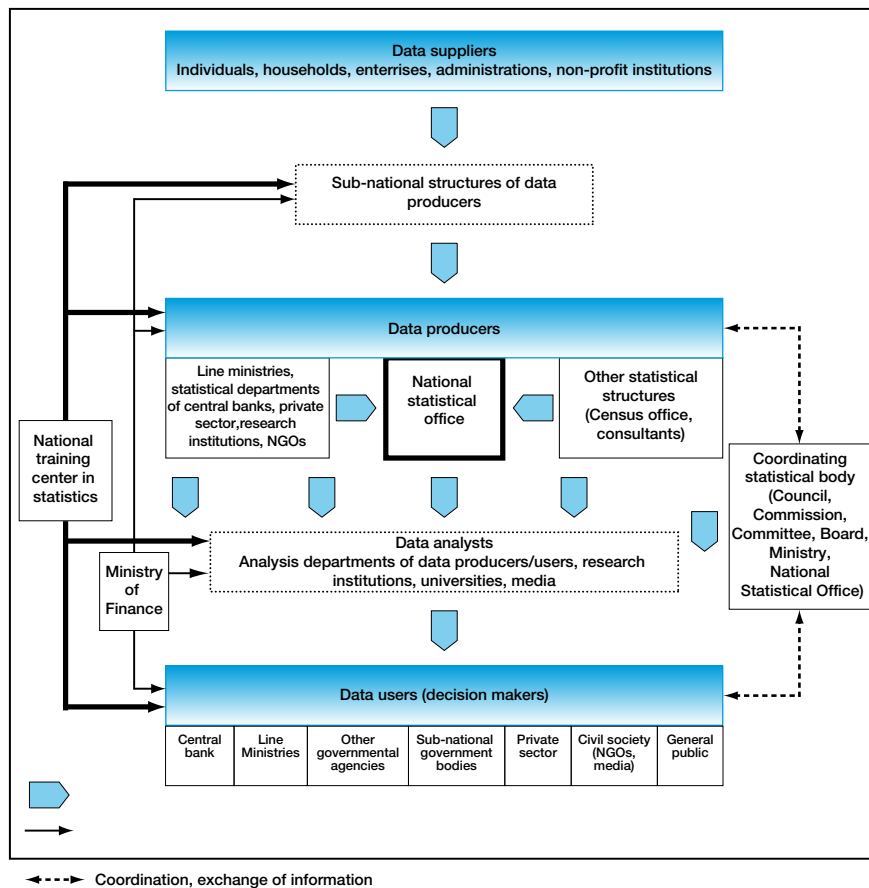
16. Africa's national statistical systems were assessed in order to determine their current state and to serve as the basis for designing this framework. The assessment was based on missions undertaken in mid-2005 to more than 20 African countries and 40 sub-regional, regional, and international and bilateral development partners. It leveraged on previous assessments such as the one done for the ICP-Africa program and initiatives such as the United Nation's Fundamental Principles of Official Statistics and the IMF's General Data Dissemination System, and Data Quality Assessment Framework. The assessment helped identify strengths on which to build, weaknesses to resolve, opportunities to exploit and threats to avoid in developing national statistical systems in Africa. While sectoral needs were addressed, separate assessments are required to ensure their appropriate development as part of an integrated national statistical system.

17. Both national and external stakeholders have a stake in the national statistical systems. National stakeholders will be presented first, then external stakeholders. Training institutions, as they are both national and external, will be presented separately.

## National Stakeholders

18. The national stakeholders of the national statistical system consist of data suppliers, data producers, data users, national training and analytical/research institutions and coordinating statistical bodies as depicted in figure 2.1. The key national stakeholders are government, public institutions, business and civil society organizations, and the general public. Details of these stakeholders are given later in the document.

**Figure 2.1. National stakeholders in the National Statistical Systems<sup>3</sup>**



- 3 The figure is largely self-explanatory. However, some explanation is required about some components.
- Non-profit institutions include non-governmental organisations (NGOs), consumers' associations, etc;
  - Sub-national government bodies include provinces, regions, districts, counties, villages, etc;
  - Examples of other government agencies are port authorities, electricity authorities, airport authorities, commodity boards, etc;
  - The coordinating statistical body guides the national statistical system and sets statistical policies and priorities. Depending on the statistical law, it can be the National Council/Board/Committee for Statistics, the national statistical office (NSO) or the supervising Ministry (most often the Ministry of Finance or the Ministry of Planning); and
  - Some entities such as NGOs can be both data suppliers and data users.

## Demand for statistics

19. There is international consensus that statistics are a necessary part of the enabling environment for improving decision-making and development outcomes at all levels, supporting business and personal decisions, and facilitating research. For this reason, while recognizing the importance of demands from external users, this framework gives top priority to national needs for data.

## Data users

20. Main national data users include:

- The Central Bank, which designs the monetary policy with the help of self-produced statistical data on money, credit, financial markets. Due to the weaknesses of the rest of the national statistical system, it often also produces economic data.
- Line ministries (Education, Health, Agriculture, Labor, etc.) and other government agencies which use statistics to design and evaluate policies and programs.
- Sub-national government bodies (provinces, regions, districts, counties, villages, etc.).
- Private sector and civil society which include socio-economic groups such as chambers of commerce, professional associations, trade unions, consumers associations and NGOs.
- The general public, which uses statistics for personal decision-making, in particular in the democratic process.

## Demand level

21. The results agenda has created an upsurge in statistical demand. This upsurge has presented both major challenges to already weak and struggling national statistical systems and new opportunities, particularly with respect to raising the profile of statistics and national and international resources for statistical development.

22. African countries can be divided into four groups.<sup>4</sup> The first group includes “vicious circle countries”; in these countries, statistics are of poor quality, and both the supply of and demand for statistics are low. The second group includes “data supply–constrained countries”; although statistics are weak in these countries, they are increasingly being used by policy-makers. The third group includes “data demand–constrained countries”; in these countries, the quantity and quality of statistics are improving, but they are not used for decision-making because decision-makers lack the incentives or the capacity to use them. In all three types of countries, there is a need to increase the demand and supply of statistics and their quality, and to improve linkages between available data and national policy needs by enhancing dialogue between data users and producers. Countries should strategically move toward a fourth group, the “virtuous circle countries”, where statistics are improving and increasingly being used for decision-making. These two processes - the improvement of statistics and their growing use by decision-makers - reinforce each other, resulting in better policy design and better development outcomes.

## Data needed to assess development

23. Development strategies and frameworks dictate the need for indicators of inputs, outputs, impacts and outcomes. These strategies and frameworks are generally agreed on by all key stakeholders at different levels. They will have been designed in a participatory and inclusive manner, taking into account country realities. These development strategies and frameworks include sectoral policies and programs (in agriculture, education, health, labor, employment, commerce and industry, and infrastructure development); national development plans (rolling plans, medium-term plans, Medium-Term Expenditure Frameworks [MTEFs], long-term development plans (national vision frameworks); PRSPs; NEPAD; the MDGs; policy research and research agenda needs; sectoral development programs arising from world summits and conferences; and Common Country Assessments/UN Development Assistance Frameworks developed at the country level in line with country priorities for development. Statistics are also required to inform cross-cutting issues, including democracy and good governance, gender, HIV/AIDS surveillance and monitoring, energy and the environment, human rights and freedom.

24. Because most national statistical systems in Africa are under-resourced, most data needs cannot be met. More developed countries also have difficulty meeting all of their data needs. Priorities, therefore, have to be set concerning which data to produce. In the past, these choices have been influenced in part

---

<sup>4</sup> “Measuring Up to the Measurement Problem: The Role of Statistics in Evidence-Based Policy-Making,” PARIS21, March 2005.

by international rather than national demand, which created some distortion of data production away from national priorities. To address this problem, priority should be given to meeting national demand for statistics.

25. The core set of outputs by national statistical systems should correspond to the highest priorities. These include data that are required for managing the economy and stimulating social development, such as data on GDP, prices, inflation, foreign trade, employment and unemployment, wages and hours of work, financial measures, the balance of payments, money and banking, agricultural and industrial production and other real sector measures, health, education, environment and other sectoral statistics, usually identified in periodic government statements on policy and in budget proposals. Data required to measure progress toward meeting the MDGs and monitoring indicators of the PRSPs also represent priority areas.

26. An area that needs to be specially targeted for development is gender responsive statistics. African Heads of State have committed themselves to promoting gender equality across the continent's development agendas because gender inequality is widely believed to hamper development. Accurate and timely gender responsive statistics are needed to track progress in meeting gender equality policies and commitments. Such statistics are generally scanty in African countries. The framework should, therefore, be used as an entry point in mainstreaming gender responsive statistics in national statistical systems.

27. Another high priority is data that are normally a product of periodic population, housing, economic and agricultural censuses. These census-based data are needed to plan for social and economic development. Censuses also provide lists and supplementary data for surveys conducted between censuses; a complete list of all places and people, villages, households, economic establishments and farming establishments; and enumeration areas for the country as a whole. Production of this information contributes to the development of national data collection capabilities.

## Problems, Constraints, and Challenges

28. Demand for data is low in Africa for a variety of reasons:

- The low profile of statistics and low awareness of statistics on the part of the population generally.
- Inadequate understanding of and participation by statisticians in development and policy-making processes.

- The failure to mainstream statistics in development agendas and plans at different levels.
- The inability of users to articulate their data needs and to handle data when they get them.
- The tendency of users to suppress their needs because demand was not met in the past.
- Poor data processing, analysis and presentation to users.
- Discontinuity and gaps in data sets.
- Difficulty in accessing data.
- Difficulty in reconciling data that are produced by different institutions using different concepts and methods.
- Lack of trust in data because of their poor quality.
- Lack of timeliness and user-friendly data presentation formats.
- The presence of irrelevant data among available data sets, which obscures the availability of relevant statistics.

Section 3 presents strategies for addressing these problems, constraints and challenges.

## Supply of Statistics

29. Reliable social and economic statistics are fundamental to open government and it is the responsibility of government (the main user of statistics) to provide them as a “public good” and to maintain public confidence in them. Despite their importance, in many countries statistics are not accorded the priority and investment required to enable production that will meet user needs.

## Data Producers and Sources

30. In all countries, the national statistical system is decentralized to some degree, with different data producers having different responsibilities and capacities for data production and management. The main data producers include: the national statistical office; line ministries, such as health, labor,

education, industry and agriculture; public sector institutions, such as the central bank; private sector institutions, such as chambers of commerce and industry; research and training institutions, including universities; and NGOs (see figure 2.1). In many countries, line ministries not only produce statistics by aggregating basic information collected by the local structures under their jurisdiction such as schools or health centers but often they conduct comprehensive data collection exercises. For instance, depending on country organization, the ministries of agriculture may have substantial delegated authority and technical capacity to conduct the general census of agriculture. While this works well in some countries, there is need for more clarity and coherence in the organizational set-up.

31. In many countries the legal framework provides a mechanism to coordinate these data producers. Frequently this responsibility is assigned to the national statistical office. In order to meet data needs in a comprehensive and synergistic manner, many countries have designed medium-term strategic or corporate plans for national statistical offices; a few have designed and are implementing national strategies for developing statistics, covering all sectors and users of data which is judged to be the most appropriate approach to strategic planning for national statistics

32. Different institutions collect data using different methods. National statistical offices collect data from nation-wide censuses and surveys, using international standards and statistical methods, and they use secondary data from other data producers such as line ministries. Line ministries and public sector institutions compile data mainly from administrative records, although some conduct censuses and surveys, in some countries, for example, the ministry of education undertakes an annual school census and the ministry of agriculture undertakes a census or survey of agriculture. NGOs collect data mainly from participatory assessments; research and training institutions usually conduct small-scale surveys.

33. International recommendations on concepts, definitions, classifications, and frameworks for statistics frequently do not reflect conditions in Africa. This inhibits their implementation. The problem reflects the fact that African experts do not fully participate in the development of international recommendations. Frequently, national staff do not apply international standards because they are not aware of them or do not have the texts of the standards available for ready reference in part because the publications do not arrive in the country and in part because the publications, while having arrived in the country, are not distributed to the appropriate people. Improved access to the Internet by statistical agencies should improve access to international standards.

## Governance of Statistics

34. National statistical operations are underpinned by statistics legislations (decrees or proclamations in some countries). These various forms of legislation follow similar patterns. They establish the national statistical office and its governance structure; confer on them the authority to carry out data collection and (in most countries) coordinate the national statistical system; include provisions that protect the confidentiality of information on individuals, households, and enterprises; establish the obligation of respondents to provide the requested information; and establish penalties for breaching the provisions of the legislation.

35. Two broad types of governance arrangements exist. In most countries, national statistical offices exercise professional independence, enhancing the integrity, credibility and impartiality of official statistics. This independence is normally specified in the statistics legislation and the national statistical office works to maintain this independence in a number of ways including applying accepted statistical definitions and methods to ensure technically sound results and involvement of users in the development stage of statistical projects to promote their understanding and confidence in the results. In a small number of countries, national statistical offices have been granted administrative autonomy. Administrative autonomy has generally come with enhanced conditions of service, effectiveness and efficiency in production of official statistics. It has also stemmed staff attrition. Where national statistical offices are not administratively autonomous, they are departments in a central ministry, usually the ministry of finance or planning, and their staff, including the Director of the national statistical office, are civil servants appointed using civil service procedures. Their conditions of service tend not to be competitive with the private and parastatal sectors, leading to high staff turnover in many countries.

36. Some countries operate a common statistical service in which all professional statisticians in government belong to a common pool operated by the national statistical office, which seconds them to line ministries and periodically rotates them among different units. This arrangement is believed to significantly improve the coordination of statistical work in government, maintain technical quality of data from all the various producers, and provide statistical staff with good career prospects.

37. A recent trend is the establishment of national statistical councils, inter-ministerial committees on statistics, or statistical boards with wide stakeholder representation. The roles of these bodies differ, depending on government



structures and the degree of administrative autonomy of the national statistical office. In the main, these bodies are responsible for advising on priorities for statistical production and improvement in statistical work. Where national statistical offices have become administratively autonomous, these bodies exercise more powers, including setting priorities for statistical production, appointing staff, approving work programs and budgets, approving the organization structure, and determining the terms and conditions of service for staff.

## Capacity for Statistical Operations

38. National statistical offices have a number of strengths. They are able to produce some statistical series, such as national accounts, health statistics, and education statistics, among others. They usually produce the national accounts, though in some countries the Ministry of Finance or the Central Bank handles this function. Almost all national statistical system offices in Africa use computers to process, store, and disseminate data to users.

39. Development of statistical capacity in Africa has been curtailed by a vicious cycle of shortage of funds. Lack of fund contributes to poor performance and low-quality statistics, which in turn creates a negative view of and lack of support and funding for statistical operations and development. Some national statistical systems lack the capacity to perform the minimum needed current operations and cannot adapt to new challenges or meet the new demands for data. In some cases, when the responsible statistical organization has not been able to perform adequately, other entities, such as the central bank or the ministry of finance, have taken over some of the functions normally carried out by national statistical offices, further reducing its standing and its claim for sustained government funding. Given the resource situation, many national systems receive external assistance aimed at supplementing or building their capacity, but they often lack the capacity to absorb and effectively use the assistance provided.

## Statistical Output

40. The national statistical systems produce a range of statistical outputs. Data from national statistical offices and public sector institutions are most often meant for public use and are disseminated while data from line ministries and NGOs are usually meant for their own use, although in some cases they are publicly disseminated. Data collected by line ministries are often disseminated in the outputs of the national statistical offices.

41. Data are usually available in printed form and also increasingly in electronic form (diskettes, CDs, the Internet), but the quality and the quantity of the data are often inadequate. In many countries, gaps exist in critical indicators (including gender, poverty, environment, employment, wages and hours of work, energy, industry and governance). Some data are not relevant or are limited in scope, and data are often not produced in a timely manner. Data from different sources are not always consistent (through space and time), because different methodologies and definitions are used to collect and interpret them. Some data (especially administrative data) are inaccurate because they are not collected using internationally recommended methodologies and guidelines and coverage of administrative systems may not be complete. With the exception of data from censuses, data from surveys are insufficiently disaggregated, constraining planning and targeted interventions. Poor quality diminishes the credibility of the data, reducing their potential use and the benefits that can be derived from them. Indeed, many users cite lack of quality as one reason why they do not use data.

42. One of the outputs of the national statistical systems is the data supplied to sub-regional, regional, and international organizations and agencies. These represent a heavy reporting burden on national statistical systems, as they receive many, frequently overlapping, requests for data. There is a need to streamline these demands for data and countries need to integrate the meeting of these demands into their data production and dissemination systems.

## Problems, Constraints, and Challenges

43. The assessment of statistical supply identified the following problems, constraints, and challenges:

- Inadequate statistical advocacy.
- Lack of commitment to statistical development by the national government.
- Inadequate level of and lack of continuity in resources.
- Lack of updated statistical legislations that are in line with the UN Fundamental Principles of Official Statistics.
- Lack of clear professional independence of national statistical offices.
- Weak coordination among the various components of the national statistical system.

- Lack of a capacity-building approach in some donor-sponsored development assistance.
- Statistical programs not well related to national data priorities because of some competing demands from donor sponsored development assistance.
- Under-development of statistical units in line ministries.
- Inadequate long and short-term planning for statistical development.
- Lack of sufficient management staff and inadequate management skills to support the management process in the national statistical system.
- Inadequate number of staff at all levels.
- Imbalance of skills in national statistical systems.
- Inadequate technical skills.
- Inadequate statistical infrastructure (sampling frames, classifications, documented concepts, definitions and methods).
- Poor information and communication technology infrastructure in some countries.
- Inadequate data management (archiving, analysis, and dissemination).
- Insufficient African “voice” in elaboration of international statistical standards.

44. Section 3 presents strategies for addressing these problems, constraints and challenges.

## External Stakeholders

45. External stakeholders include sub-regional organizations, regional organizations, international agencies and organizations and bilateral donors (figure 2.2 and annex A). These stakeholders use nationally produced statistics. Over the years, they have provided technical and financial assistance to African countries to build statistical capacity and collect various types

of statistical data. Therefore, they also have an important stake in Africa's national statistical systems.

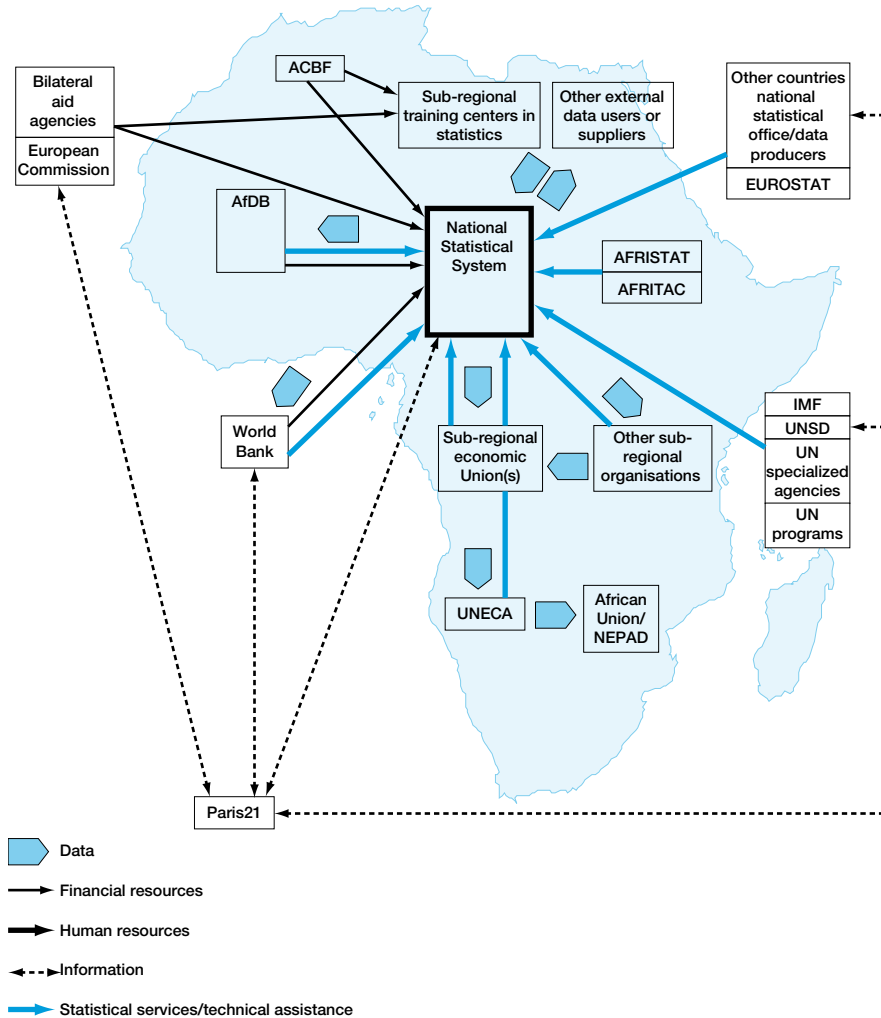
## Sub-regional organizations

46. Statistics needed for decision-making by sub-regional economic unions relate mainly to external trade, public finance, prices, income, employment, and national accounts. Where development programs are planned, sectoral statistics are also needed. Statistical needs of monetary unions focus on the balance of payments, money, credit, and economic outlook indicators but with the additional requirement of harmonization. The central banks of monetary unions tend to meet their own statistical needs through data collection and compilation.

47. Sub-regional economic unions are heterogeneous with respect to their commitment to statistics. Some organizations are relatively well staffed (the Union Economique et Monétaire Ouest Africaine [UEMOA] has nine statisticians), while others are poorly staffed (the Communauté Économique et Monétaire de l'Afrique Centrale has just two statisticians, and the Commission de l'Océan Indien has none). These differences reflect the level of statistical awareness of the union's management.

48. The main concern of sub-regional unions is the availability and comparability of national data. Some unions are very active in promoting standardization, harmonization, and modernization and therefore upgrade the quality of national data (see the UEMOA example in annex C). Other unions remain several steps behind. Harmonization has developed further in Francophone countries due to AFRISTAT's actions (see annex C). Even if methodological issues are solved, communications are sometimes lacking; some sub-regional statisticians have to visit member states to collect data, while others have well-established national focal points and data transmission mechanisms connecting member countries and sub-regional organizations. These focal points sometimes play a coordinating role in national statistical systems.

**Figure 2.2. External Stakeholders in Africa’s National Statistical Systems**



## Regional Organizations

49. The main regional organizations active in statistical development in Africa are the AfDB and UNECA. The AfDB is currently the largest regional sponsor of statistical activities and the largest regional provider of technical assistance for statistical capacity building in statistics in terms of both its own financial resources and the resources it raises and manages from other sources. The AfDB finances stand-alone statistical projects and statistical components incorporated in other projects, including multi-year projects.

50. The AfDB has developed a formal strategic plan for improving statistical activities in the region which includes: coordinating ICP-Africa, which is active in 51 of the 53 African countries, funding about 80 percent of its activities and providing technical assistance; assisting member countries in developing their national strategies for the development of statistics; supporting countries to improve consumer price index (CPI) systems, national accounts by implementing the 1993 System of National Accounts (SNA), and the capacity to meet the information needs of the MDGs, PRSPs and NEPAD. This action is consistent with the Yaoundé Declaration on Statistical Development in Africa (annex E), adopted by Directors of African national statistical offices in April 2004.

51. The AfDB is also strengthening statistical training centers by assisting to develop relevant practical curricula and providing equipment and human resources. It is building capacity within the statistical units of sub-regional organizations (the Common Market for Eastern and Southern Africa [COMESA] the Economic Community for West African States [ECOWAS], and the Southern African Development Community [SADC]) to support implementation and processing of ICP surveys in member countries.

52. The AfDB is a member of the International Household Survey Network. Its statistics division produces and disseminates statistics and provides technical assistance. Recognizing the importance of statistics as a driver for formulating, implementing and monitoring evidence-based development policy, the AfDB expects to sustain and intensify its support for statistical development beyond the current ICP-Africa program, which runs through 2007 and include a statistics component in the Bank's national projects. The AfDB is a major stakeholder in the RRSE.

53. UNECA supports the strengthening of capacities for statistical development at the national, sub-regional and regional levels, the development of improved and integrated statistical databases in support of decision-making and policy formulation, monitoring, and evaluation. It supports statistical capacity building and strengthening of African countries through advisory services and missions to countries, strategy development and training activities, preparation and adaptation of handbooks and manuals and coordination of technical cooperation. It has current activities in monitoring the implementation of the SNA93 in Africa, the development of the SNA93 Revision 1, the 2010 round of population and housing censuses, especially the mobilization of resources in support of censuses, and the development and maintenance of the UNECA Statistical Database for use at regional, sub-regional and national level. UNECA has a regional adviser on organization and management of national statistical systems. UNECA also works closely with statistical training centers in Africa.

54. Several forums under the auspices of UNECA are dedicated to statistics. These include the Advisory Board on Statistics in Africa (ABSA), which advises on the coordination of statistical activities at the national, sub-regional, and regional levels; CODI, which advises on statistical development in Africa; and FASDEV, which strengthens collaboration among major stakeholders. UNECA has a statistics team, which is part of its Economic and Social Policy Division. UNECA requests a range of statistical data from member countries for UNECA publications and databases and to support its analysis.

55. In the 1980s and early 1990s, UNECA launched five regional technical assistance programs with the support of bilateral and multilateral organizations. These programs covered censuses, household surveys, national accounts, statistical training, and overall statistical development. However, the amount of ECA's technical assistance to African countries declined when funding from the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA) for the Commission's major regional co-operation programs ceased in 1993 due to strategic changes in the operations of these organizations. Resources assigned to statistical activities by UNECA declined accordingly. Since then, UNECA has allocated more resources to revamp the statistical function including human resources. UNECA is committed to further revitalization of its statistical function.

56. UNECA has set out a significant work program in pursuit of its 2004 vision. It seeks to become "a key actor in analyzing African statistical development issues" and "an authoritative source of development information on Africa." UNECA is a major stakeholder in the RRSF.

57. The African Union (AU) is a pan-African organization whose goal is to propel a united continent towards peace and prosperity. The AU advocates the political and economic integration of the continent. It aims to boost development, eradicate poverty and encourage Africa's integration into the global economy. Comprising 53 member nations, the AU succeeded the Organization of African Unity in 2002. Implementation of its objectives and mandates is entrusted to its commission (AU Commission) based in Addis Ababa, Ethiopia. NEPAD, one of its programs, is currently based in South Africa.

58. For effective implementation of AU programs, statistical information must be available. For this reason, a statistics unit has been established to organize statistical products that will support the programs. This unit is currently working with several partner stakeholders such as the Association of African Central Banks (AACB), UNECA, the AfDB, the World Bank and UNDP, and national statistical offices so as to fulfill its mandate. The unit is small

(two established posts of statisticians), but it is expected to be strengthened and upgraded to a division level. Already, the AfDB, UNECA and the AU Commission have jointly established a Secretariat to harmonize their activities and avoid duplications.

59. The AU is also currently working to rationalize the sub-regional organizations and unions and recognizes them as focal points for coordination of AU programs. This will have a bearing on coordinated statistical development in Africa.

60. The African Capacity Building Foundation (ACBF) is an independent capacity-building institution sponsored by the World Bank, the AfDB, and UNDP, which has recently started to support statistical capacity building through financial assistance to regional, sub-regional and national organizations.

## Bilateral and International Organizations

61. Canada, France, Norway, Portugal, Sweden, the United Kingdom, and the United States fund large statistical development programs in Africa. However, statistical capacity building is not listed among the main sectors that these and other bilateral donors support, nor is it identified as a cross-cutting theme of any importance. However, several donors are moving in the direction of raising the priority of statistical capacity building in their policies, following recent moves toward evidence-based policy-making and decision-making, and the monitoring of development outcomes.

62. While the UN specialized agencies are interested in supporting statistical capacity building for the sectoral for which they are responsible - and do so - these organizations have limited or no regular budget for technical assistance and therefore depend on extra-budgetary funds for statistical capacity building, which has to compete with other (mostly higher priority) demands for funding.

63. The IMF, the World Bank, UNDP, UNFPA, the European Union, the UN Food and Agriculture Organization (FAO) and PARIS21 provide significant support for statistical capacity building in Africa. The UN Statistics Division has provided considerable assistance; after a period of reduced activity, it is now planning to become more active, especially in Africa.

64. The international organizations have achieved considerable success with standard products developed by bilateral or international organizations that countries can adopt or adapt. These products include computer software and database products, such as DevInfo (UNICEF), ChildInfo (UNICEF),



the Automated System for Customs Data [ASYCUDA] (United Nations Conference on Trade and Development), EUROTRACE (European Union), Census and Survey Processing [CSPro] (IPC-USA), Integrated Microcomputer Processing Systems [IMPS] (IPC-USA), CountrySTAT (UN Food and Agricultural Organization), and the Country Response Information System [CRIS] (UNAIDS), as well as survey instruments such as the Demographic and Health Surveys and the Core Welfare Indicators Questionnaires (CWIQ).

65. The bilateral and international organizations have considerable influence on countries development efforts. If these organizations were to give a higher priority to statistical capacity building - either as a separate sectoral activity or as a larger part of priority sectoral programs - it would help support advocacy for statistics in African countries and promote statistical awareness among politicians and government official. The starting point in these organizations should be making their policy-makers more aware of the critical nature of statistics in support of evidence-based policy-making and monitoring, and of the need to consider statistics as an important independent sector and allocate more funding to statistical development. This, supplemented by efforts at the national level, can be effective. Two projects are under way aimed at raising statistical awareness and literacy at the national level: the UNDP project, in collaboration with the AfDB, to improve statistical capacity and MDG literacy at the country level in Africa; and the International Labour Organization Labour Market Information Library project, which aims to improve the awareness and use of labor market information.

66. Bilateral donors tend to have very clear priority partner countries, set according to their own criteria. African countries tend to make up the majority of priority countries for these donors. In contrast, international organizations do not tend to have particular priority countries but base decisions regarding assistance on a mix of factors including those country requests, the assessment of country needs, the equitable distribution of assistance across regions and countries, available expertise, available budget, the potential for success, the demonstrated commitment by recipient countries, and the overall priorities and criteria of the organization. In order to identify country needs and priorities, donors and partners engage in an extensive consultation process, leading to the development of a country assistance plan or approval of a particular project or program. Conducting the consultations in the context of a PRSP, a national strategy for the development of statistics, or other framework has helped match assistance with national priorities. The IMF's General Data Dissemination System (GDDS) and Data Reports on the Observance of Standards and Codes (ROSC) have also been useful guides for technical assistance programs, helping

establish comprehensive systems and plans for improvements in national statistical systems in line with country needs.

67. Donors and partner organizations agree that attention to sustainability is important. Adequate government support through the normal national budget process is the surest way of supporting sustainability. Efforts to ensure sustainability beyond government budget support include using multi-year commitments; providing budget support instead of direct technical assistance; promoting national ownership of programs; promoting institution building; requiring that countries institutionalize the results of assistance; promoting participation in an international network; promoting demand for statistics in the country; using local know-how and experts; requiring a counterpart in the institution to which support is being provided; focusing on sustained training, in particular the training of trainers; assessing the sustainability of a project or program as part of the initial assessment in the proposal stage; assessing the country's absorption capacity; requiring a country contribution to the program; collaborating with other donors; recommending international standards; and providing post-project or post-program support. Regional and sub-regional projects and involvement of regional institutions are believed to support sustainability through peer influence and local networking.

68. International and bilateral organizations have rightly given technical training a high priority in Africa. Given high staff turnover, training needs to be conducted on a sustained basis. While focusing on technical training, the bilateral and international organizations have placed special emphasis on management training of senior staff in the national statistical systems, including training in organizational management; project management; work organization, planning, and monitoring; scheduling and review processes; staff motivation; and work planning and counseling. Training in leadership for the most senior statistical staff is also needed. While the international organizations help build capacity by providing training (and other activities), they sometimes siphon off some of Africa's outstanding statisticians, who apply to work for them.

69. All stakeholders appreciate the importance of coordinating donor activities. There is strong commitment to the provisions of the Rome Declaration on Harmonizing Donor Practices for Effective Aid Delivery (February 2003) and the Paris Declaration on Aid Effectiveness: Ownership, Harmonization, Alignment, Results, and Mutual Accountability (February - March 2005). Efforts to coordinate are taking place at all levels. There is a desire on the part of international organizations for more extensive cooperation with UNECA in statistical activities but they consider that this can be effective only in the event of improved statistical capacity at UNECA.

## Problems, Constraints and Challenges

70. The assessment of external stakeholders identified the following problems, constraints and challenges:

- Some sub-regional organizations have inadequate staffing for their statistical activities.
- National data collected by sub-regional organizations are not always available or comparable. Communication between countries and some sub-regional organizations is inadequate.
- A decline in resources assigned to statistics and the organizational structure for statistics in UNECA has limited its capacity to promote statistical development in Africa.
- Statistical capacity building is not among the main sectors that bilateral donors support, and it is not identified as a cross-cutting theme of any importance.
- UN specialized agencies that are interested in doing statistical capacity building have limited or no regular budget for technical assistance or participation in meetings convened for donor coordination.
- There is a challenge to improve the overall level of donor coordination both at the national and other levels.

Section 3 presents strategies for addressing these problems, constraints and challenges.

## Training Institutions

71. Francophone statisticians in Africa are trained in specialized sub-regional training centers; some countries are unable to take advantage of these training centers because their students are unable to pass the competitive entry examinations. English-speaking statisticians are trained mainly at universities although there are some specialized training centers in Anglophone Africa. For Portuguese-speaking and Spanish-speaking students, access to the Francophone and Anglophone institutions is limited and long-term education is available only in Portugal or in Spain. Sub-regional statistical training centers provide long-term training and are increasingly conducting short-term training courses

on specific areas. Countries hosting these training centers tend to have many more trained statisticians than those that do not.

72. The specialized training centers in Africa adapt their training programs to the needs of national statistical offices. In contrast, the universities programs tend to be theoretical. In both cases, the teaching of statistics does not familiarize students with the demand for statistics. Without such familiarity, supply solutions may be inadequate or inappropriate. There is, therefore, a need for training centers to cover demand for statistics in their curricula, including demand from the national and international development agendas, such as PRSPs, the MDGs, for statistics for monitoring progress toward achievement of the goals and targets set in these agendas. Formal links between training centers/institutions and national statistical offices – such as in the form of advisory boards, meetings of the Observatoire Economique et Statistique d’Afrique Subsaharienne (AFRISTAT) – would make it possible for national statistical offices to influence what is taught and for training institutions to contribute to the development of methodologies and data analysis.

73. The assessment found that while there are many data gaps, not all existing data are being used optimally. Reasons for limited data use were identified to include, *inter alia*, lack of information about available data series and lack of empowerment and knowledge of how to effectively use data. In order to promote use of data, training for data users should be undertaken to empower them in the first place to appreciate data and secondly, to access and use data in their work.

## Problems, Constraints and Challenges

74. The assessment of training identified the following problems, constraints and challenges:

- Shortages of teaching staff, especially experienced staff.
- Lack of fellowships for staff to undertake specialized study abroad.
- Lack of scholarships and for trainees from abroad.
- Lack of teaching materials (mainly books and computers).
- Lack of budgetary support and teaching space.

Section 3 presents strategies for addressing these problems, constraints and challenges.

## **PART TWO**

Objectives, Strategies, Implementation,  
Monitoring, and Reporting



# Objectives and Strategies



## Objectives

75. The overall objective of the framework is to improve development outcomes and governance by strengthening national statistical systems in Africa. The framework includes four specific objectives.

### Objective 1: Raise Awareness of the Role of Statistical Information

76. This objective aims to build a society that is statistically literate, thereby supporting demand for development of the national statistical system. Raising awareness aims to increase government demand for, use of, and investment in statistics.

### Objective 2: Increase User Satisfaction by Enhancing the Quality and Usability of Statistical Information

77. This objective aims to ensure that data are relevant to user needs, accurate and consistent, and made available to users in a timeframe and form that render them useful and usable; that the quality of statistics is guaranteed by using sound statistical standards and methodologies; and that the production of data is well coordinated. The objective recognizes that quality, as broadly defined above, is basic to ensuring user satisfaction. Meeting this objective requires widespread quality consciousness among data producers.

### Objective 3: Promote Greater Use of Statistical Information

78. This objective aims to ensure the full use of existing data by government and other users for evidence-based policy-making, decision-making and other purposes. Increasing the use of data supports arguments in justification of expenditure on data collection and compilation.

## Objective 4: Achieve Synergy, Cost-Effectiveness and Sustainability in National Statistical Systems

79. This objective aims to foster strong partnerships among stakeholders, respondents (data suppliers), producers, analysts, users, trainers, coordinators, and providers of finance and technical assistance in order to achieve synergy, cost-effectiveness and sustainability in statistical production.

80. For each of these objectives, expected outputs, activities, performance indicators, means of verification, assumptions and risks have been identified. The links among them are presented in a standard logical framework (log-frame) matrix in annex B.

## Strategies

81. The framework objectives will be achieved through a number of strategies, an overall strategy and twelve specific strategies. The overall strategy supports all of the objectives. Some of the specific strategies support more than one objective. Some of these strategies build on existing statistical frameworks and initiatives. Some effective initiatives and examples of good practices that are relevant to the strategies are presented in annex C.

Overall strategy: Design and implement a national strategy for the development of statistics

Strategy 1: Invigorate statistical advocacy

Strategy 2: Mainstream statistics as a cross-cutting sector in the development process

Strategy 3: Update the legal and regulatory framework

Strategy 4: Assess and prioritize user needs

Strategy 5: Undertake data development

Strategy 6: Foster coordination, collaboration and partnerships

Strategy 7: Enhance the statistical infrastructure

Strategy 8: Harness information and communication technology

Strategy 9: Develop human capital



Strategy 10: Improve data analysis

Strategy 11: Improve data dissemination

Strategy 12: Improve funding and sustainability

82. The strategies above are not in order of priority; countries are urged to apply their own priorities depending on the state of their statistical development. While being directed by priorities in the selection of strategies and actions to take, stakeholders should be aware of the value of achieving an early successful outcome from the assignment of resources. In addition to meeting the priority need that is identified when a task is chosen, early successful outcomes provide a boost to advocacy efforts, help to persuade otherwise reluctant policy-makers, budget officials and donors to provide support, provide positive reinforcement for the staff involved, and institutionalize a results-oriented and completion-oriented psychology in staff.

## Overall strategy

83. The overall strategy is to design and implement national strategies for the development of statistics in all African countries. Statistical planning is not new in Africa, but the national strategy for developing statistics is a new benchmark in statistical planning. It covers all producers (principally the national statistical office, central bank and line ministries), and users, and introduces modern and proven strategic planning principles and management practices in the handling of official statistics. The national strategy is a catalyst for change that aims to develop statistics in a holistic manner. It will be the principal instrument for achieving the objectives of the framework. The MAPS (see paragraph 11 above), calls for all low-income countries to have national strategies for the development of statistics by 2006 and to have started to implement them by the 2007. This framework embraces this action plan.

84. The national strategy should:

- Be integrated into national development and poverty reduction policies and strategies (such as the PRSP).
- Take into account all sub-national, national, sub-regional, regional and international data needs.
- Encompass the production, analysis and use of data, and addresses related issues.

- Involve all statistical production units such as the national statistical office and line ministries and central bank, and serve as a framework to link the various sectors.
- Address the contribution of national statistical training centers.
- Include activities that raise statistical literacy.
- Integrate existing activities, and draw on experiences of other countries.
- Incorporate lessons learned about inclusive and participatory development processes.
- Conform to international standards, including those related to data quality.
- Build on best practice in statistical planning and capacity building.
- Follow best practice in organizational development and management.
- Serve as a coherent framework for international and bilateral assistance.

85. Ownership of the national strategy by key stakeholders is critical as it promotes more effective implementation; people support what they help to create. The stakeholders in the national strategy process, such as national governments, national statistical agencies, line ministries and other producers of data, and bilateral and international donors, should fully commit themselves to ensure that the strategies designed are fully funded and implemented within the scheduled timeframes. In particular, once the NSDS is in place, it should be used as the framework for projects and programs and donor support to countries; countries should exercise restraint concerning accepting proposals for assistance that are outside the NSDS.

## Specific strategies

86. The following strategies will be used to achieve the framework objectives. As already mentioned above, the strategies are not in order of priority. Countries are urged to prioritize them themselves, depending on the state of their statistical development.

## Strategy 1: Invigorate Statistical Advocacy (Supports Objectives 1 and 3)

87. Statistical advocacy is about creating statistical awareness (numeracy) and a society that is inclined and able to use statistical information in decision-making; making the general case that statistics a necessary part of the enabling environment for improving development outcomes; demonstrating the use of statistical data for decision-making at the government, business, and community level; making a case for specific statistical activities such as the population and housing census by drawing attention to the range of uses census data can be put to and highlighting the costs and benefits of the census compared with other information sources; mobilizing and properly using national and international resources for statistics; and promoting coordinated investment in developing statistical capacity.

88. Statistical advocacy should be done at every level, but especially at the highest level of government. At the country level, the users and producers of statistics and national statistical associations should strive to enlist political commitment to the development of statistics. Meetings of ministers or heads of state at the sub-regional, regional, and international levels should be used to advocate for statistics. Some mechanisms that have proven effective in promoting the importance of statistics include: African Statistics Day (November 18) celebrations in many African countries; special seminars for parliamentarians and policy-makers; tailored data-use workshops for different groups of program formulators, decision-makers in government and business, the media, and civil society organizations; web sites of national statistical agencies; and television and radio programs, documentaries, and feature articles in major newspapers highlighting the socio-economic conditions described by statistical results. Advocacy materials developed by various organizations, especially PARIS21, should be used to show how greater availability and use of good statistics can improve development outcomes in poverty reduction, health, labor, education, and housing; make government transparent and accountable to the people; and improve governance. Products such as poverty maps, census atlases, press releases, and web sites greatly help in statistical advocacy.

89. Inclusion of statistical themes as part of courses at schools, colleges, and universities should be encouraged to impart statistical literacy and enable students to develop into better informed citizens. Statistical awareness among the general public should be generated with the help of outreach programs providing specific examples of the use of statistics in the ordinary lives of people. This could spur informed debate on crucial socioeconomic problems in society and the promotion of democracy.

## Strategy 2: Mainstream Statistics as a Cross-Cutting Sector in the Development Process (Supports Objectives 1 and 3)

90. In the formulation of the agenda for development at the sub-national and national levels, priority data needs have to be identified and national capacities have to be built to meet them. These needs relate to benchmarking the existing situation, monitoring progress in implementation of the development agenda, and evaluating the impact of the agenda on socio-economic conditions. Including a statistical component in the development plans such as the PRSPs and plans to achieve the MDGs, as suggested in MAPS, will help secure political commitment to statistical development and ensuring that statistical capacities are built and maintained on a sustainable basis.

## Strategy 3: Update the Legal and Regulatory Framework (Supports Objectives 2 and 4)

91. A statistics legislation should be enacted or the existing legislation revised to ensure that it is up-to-date and in line with the UN Fundamental Principles of Official Statistics. The legislation should support statistical operations by:

- Providing for the functions and operations of the national statistical system and national statistical office; conflict with statistical provisions in other legislation, such as for health, education, should be resolved either by amending the conflicting terms or specifying the primacy of the statistical legislation.
- Appointing the head of the national statistical office as the highest authority in the national statistical system with respect to substantive statistical matters, and granting the position a sufficiently high status in the government to be effective.
- Ensuring the professionalism of the national statistical office in order to enhance the integrity, credibility and impartiality of official statistics and increasing administrative autonomy in order to promote its efficiency and effectiveness.
- Providing for the coordination, harmonization and effectiveness of the national statistical system by establishing a statistical board, council, commission, or committee to advise on or set priorities for statistical production; the body should have authority to enforce compliance with its decisions.

- Conferring the power to collect data.
- Setting rules for compliance and statistical confidentiality to ensure that individual records are not accessed by unauthorized individuals or shared with political authorities or regulatory and tax agencies.
- Providing for data dissemination and access.
- Funding of statistical operations.

#### Strategy 4: Assess and Prioritize User Needs (Supports Objectives 2 and 4)

92. Strong rapport should be developed between key users and producers of data in order to articulate needs, facilitate assessment and prioritization of their needs, and develop strategies for meeting these needs. Important mechanisms that can be used for this purpose include:

- Continuous dialogue between data producers, planners and policy-makers, chambers of commerce and industry, trade unions, and NGOs.
- Creation of an inter-ministerial committee of users and producers of data chaired by a high-level person that would convene regularly, and technical working groups or task forces for key sectoral areas to determine the core set of national statistics to produce.
- Discussions with policy-makers to orient the statistical system's response to changes in structure and focus, such as decentralization and the consequent needs for data at the sub-national (district) level.
- Meetings of users and producers of data to discuss the conduct and content of censuses and large-scale sample surveys including data not previously well developed such as gender responsive statistics.
- Symposia and workshops on different statistical themes.

93. Adequate attention should be paid to identifying the minimum data sets that meet the priority needs for each economic/policy sector such as education, health, keeping in mind the costs and capacities available to produce data on a sustainable basis. Assessment and prioritization of user needs should be reflected in national work programs, especially in the national strategy for

the development of statistics where general and sectoral statistics are to be provided for.

#### Strategy 5: Undertake Data Development (Supports Objectives 3 and 4)

94. To meet the priority needs of key data users in a timely, cost-effective and efficient manner with data of adequate quality, national statistical systems should use a balanced mix of administrative records, censuses and sample surveys. Although statisticians tend to be wary of the quality of administrative data in terms of concepts and coverage, maximum use of administrative records should be made. National statistical offices should institute mechanisms for statistical audit of administrative records to improve the quality of information derived from them. Advantage should be taken of the attractive features of administrative records as sources of statistical data, such as their availability to statistical agencies at no or minimum cost and their ability to yield disaggregated data on a continuous basis at sub-national (for example, district) levels to meet the data needs of decentralization policy. The national statistical office should, therefore, have mechanisms to:

- Keep abreast of administratively collected data held by other parts of the government.
- Evaluate each new data request to determine the extent to which it can be met by available administrative records without resorting to a new or expanded sample survey.
- Negotiate with the custodians of the relevant data to determine how the data hold can be shared within the legal framework imposed on government information activities.
- Assist other national agencies in designing and exploiting their administrative systems in order to provide good-quality statistics that are as compatible as possible with the other data in the national statistical system.

95. Despite their high costs, population and housing censuses in African countries should be conducted at least once every 10 years in line with the MAPS, as population data are an essential addition to the economic and social data generated by the national statistical system through other sources. To reduce the costs of data generation through censuses, complete enumeration could be limited to a few topics, with other items investigated on a sample basis. Agricultural censuses should also be conducted at least every ten years

and economic censuses according to international recommendations. Serious efforts should be made to integrate periodic censuses to the extent possible in order to reduce the costs of mounting separate efforts.

96. Sample surveys, frequently large scale, have become the major sources of data for monitoring national development plans, PRSPs, and MDG progress in Africa. National statistical systems should take steps to maintain a field organization on a continuing basis in order to retain the local technical expertise built up in the administration of these large-scale sample surveys. In order to reduce the costs and ensure the sustainability of statistical data collection programs, integrated household sample surveys should be conducted on different topics at appropriate intervals to generate essential time-series data on a core set of statistical indicators, taking advantage of such international initiatives as the International Household Survey Network under the MAPS. In particular, a major demographic survey should be scheduled at the midpoint of two successive population censuses in order to update population estimates. Business registers maintained by different institutions in each country should be integrated into one central business register maintained and regularly updated by the national statistical office. Making use of the central business register, sample surveys of large establishments should be conducted on a continuing basis to provide time-series data on output, sales, wages and employment for use in national accounts, business development in the private sector, and government policy making in relation to industry and labor. Sample surveys for the coverage of small enterprises in the informal sector (and household-based labor force surveys with questions on informal employment) should be undertaken at frequent intervals, as informal employment is a major source of employment in Africa.

97. Another way of collecting information is through participatory approaches. These approaches involve collecting qualitative information in a participatory manner to complement quantitative information collected in sample surveys. The qualitative information helps to explain the quantitative data and to broaden the analysis of various phenomena such as poverty.

98. It is crucial that data from the above data sources be gender responsive. Therefore, awareness of the need for and value of gender responsive statistics should be raised among members of national statistical councils, and staff of national statistical offices, research and training centers. Gender should be mainstreamed in the statistical legislation, structures and work programs of national statistical offices.

## Strategy 6: Foster Coordination, Collaboration, and Partnerships (Supports Objectives 2 and 4)

99. National statistical offices should be empowered by statistical legislation to bring about effective coordination, collaboration and partnerships among different statistical agencies within the national statistical system. This will lead to an efficient and cost-effective statistical system in which the outputs of various data collection activities are comparable or can at least be meaningfully related to one another, duplication of effort is avoided, undue burdening of respondents is avoided, and the coherency of official statistics is maintained.

100. The national interest can be promoted through effective coordination with the international statistical system and, in particular, coordination of donor support for the development of statistics.

101. Possible mechanisms for coordination of the national statistical system include:

- A national statistical coordinating committee, a data producer committee, a data user–producer committee, and technical advisory committees or taskforces in all key sectoral statistical areas. These committees should meet periodically, with specific agendas, and their recommendations should be implemented in a timely manner;
- Budget coordination by the national statistical office over the statistical activities of the line ministries and other government producers of statistics, questionnaire clearance by the national statistical office for data collection program of those organizations;
- Common statistical service under the management of the national statistical office; and
- The seconding of statistical professionals from the national statistical office to work in the statistical agencies of line ministries.

102. Countries should establish a donor coordination committee convened by the national statistical office with representatives from the donors and the line ministries statistical agencies. And where the size of the national statistical office permits doing so, a separate coordination division should be established within it, with a separate budget allocation. The division should be headed by an experienced statistical manager with both technical competence and leadership qualities. Where the size of the national statistical office does not allow for a separate division, a senior officer of the national statistical office should be



assigned the responsibility. Beyond coordination of production activities, there is a broader need for cooperation among producers, research institutes, training centers and the universities to ensure that their efforts are supportive of each other and of statistical development in the country.

103. Countries and their development partners concerned with statistical capacity building should be brought together through coordination meetings, task forces, and workshops on statistical development. International and bilateral organizations should coordinate and network with each other to avoid duplication of funding and data collection efforts at the country level and promote synergies. The MAPS sets out steps to promote this kind of coordination. Consolidating national and international efforts around the development and implementation of the national strategy for statistics at the country level will also help to promote effective coordination of all partners. The national statistical offices should also be authorized to provide effective coordination between the national statistical system and the external stakeholders on both technical and funding issues.

104. Harmonization of databases is critical. Within the framework of the NSDS, the development of general databases within countries by the national statistical office and of sectoral databases by line ministries should be harmonized. At the international level, databases containing statistical information on African countries are maintained by AFRISTAT, UEMOA, ECOWAS, the AfDB, UNECA, the World Bank, the UN Statistics Division, ILO, UNIDO, and others. UNECA should convene a meeting of the international organizations that maintain these databases and a range of users of these databases, with a view to understanding the content of the databases, similarities and differences, consequences for users, and response burdens on countries to supply data for the databases. This should lead to concrete action to improve the consistency of the data, consolidate databases where possible, and minimize the reporting on the national producers of statistics.

105. Collaboration and partnerships should be intensified among statisticians in Africa. Networking among the national statistical offices should be fostered in order to enhance and improve the sharing of information and experiences, including on best practices; this can be facilitated through publications, such as the African Statistical Journal and by sub-regional, regional and international organizations bringing staff from the national statistical offices and sectoral ministries together in meetings and for technical training in workshops.

## Strategy 7: Enhance the Statistical Infrastructure (Supports Objective 2)

106. Enhancing Africa's statistical infrastructure involves developing appropriate scientific methods and applying them to the measurement of social and economic processes, preparing codes and definitions that ensure both internal consistency in the way data are defined and classified and adequate inter-country comparability, and creating and maintaining the sampling frames (such as business registers and master samples) required to sample businesses, households, agricultural holdings and physical facilities.

107. The national statistical office should promote compliance with current international general and sectoral conceptual frameworks. It should also be empowered by the Statistics Act to enforce compliance with statistical standards by all data producers in the national statistical system in order to enhance the quality and usability of statistical information. Emphasis should be placed on clear and unambiguous documentation of statistical standards applied in data collection, and mechanisms should be established for monitoring quality in data collection. All surveys conducted by statistical agencies should be based on sound designs, and the information necessary to gauge the reliability of the results produced should be intelligible and accessible to all data users. To facilitate the interpretation of data, the statistical agencies should indicate the sources, methods and procedures used. These approaches assist users to correctly interpret the published statistics, but in the event of erroneous interpretation or misuse of statistics, the statistical agencies should be empowered to comment on the interpretation or misuse as indicated in the UN Fundamental Principles of Official Statistics.

108. Sub-regional and regional organizations should adapt international standards to suit local conditions in Africa and conduct training workshops on these standards. National statistical offices and international organizations should ensure effective participation by African experts in the development of international standards that more adequately take account of African conditions. International organizations should use more effective methods of delivering international standards to their destination and by providing sufficient numbers of copies of standards. National statistical offices should ensure that international standards are made available to the appropriate national staff, purchasing additional copies if necessary. Availability of these standards on the Web sites of the international organizations for downloading may help solve this problem. Funding organizations could consider a special fund to support effective distribution of international standards.

## Strategy 8: Harness Information and Communication Technology (Supports Objective 2)

109. African countries should harness information and communication technology to improve statistical operations data dissemination, access, and sharing. Actions to be taken to promote increased ICT use are as follows: rapid developments in information and communication technology should be assessed by experts; cost-effective and user-friendly technology should be put in place in each country; an appropriate business model and policy should be developed within each national statistical system; an information and communication technology division should be established within the national statistical office or strengthened if it already exists; all professional staff should have access to working computers with Internet access; top-level management should be fully involved in the management of information and communication technology; and capacity should also be developed to use the Geographic Information System, to use disaggregated (sub-national) data from heterogeneous sources and improve both data analysis and presentation.

110. The recent shift from traditional data delivery and processing to dynamic (live) databases has shown the need for statistical agencies to embrace new Internet tools and develop applications that promote distributed access, processing and entry, along the lines implemented by ILO in the Labour Market Information Library project and by UNICEF in DevInfo, for example. Internet dissemination of statistical data is ideal for helping reach all users (policy-makers, researchers and citizens) without time, location, or distance limitations. However, the limited infrastructure and skills, the high cost and the slow growth in the number of African users inhibit rapid utilization of the Internet by national statistical systems. National statistical offices and international organizations should invest in strategies to work around these difficulties and promote Internet dissemination of core data in specific areas, such as international trade.

## Strategy 9: Develop Human Capital (Supports Objective 2)

111. Human capital is the most important resource in any statistical agency or system. It should, therefore, be treasured and developed. Doing so involves increasing knowledge, broadening skills, and raising the motivation levels of staff.

112. The human resource needs of the national statistical system in Africa are increasing in scale and diversification and a significant gap exists between the needs for trained personnel in statistics and related fields, such as economics,

demography, sociology, geography, information and communication technology, and management, and the available human resources. National statistical systems will have to intensify their efforts to overcome these severe shortages.

113. A comprehensive strategy on human resources should be drawn up, and implemented, with special attention to remuneration and incentives to attract and retain competent and well trained staff.

114. A critical assessment of training needs should be carried out and a training plan developed. Training should include academic and practical training, go beyond technical training to include management training, leadership training and training in the development process, and promote interest in participating in that process. Training should be systematic and ongoing, following a well-designed training program. A training calendar should be planned well in advance, and selection of officers for training should be done judiciously. Once they complete their training, staff should be assigned to duties that they can perform most efficiently on the basis of the knowledge acquired in their training. There should also be a well-defined career path for professional and sub-professional staff, with provision for refresher and retraining courses and job rotation to expand practical experience, which is beneficial to both staff and the statistical agency.

115. An in-house training center with adequate manpower, equipment and scholastic materials should be established as an integral part of the national statistical office. As much as possible, experienced statistical personnel should teach in the training centers. Where establishment of a national training center is not feasible, facilities already available in the country, sub-region or region should be used.

116. Actions to be taken to address the constraints identified in the functioning of these training centers include:

- Teaching consultants should be provided to training centers in specialized areas, especially on emerging issues related to the organization and management of national statistical offices and the national and global development agenda.
- Skills, such as communication and statistical advocacy, should be taught.
- Gender statistics should be mainstreamed in the curriculum.

- Training materials and equipment (computers, books) should be provided.
- The training of trainers should be emphasized.
- Methodological documents should be regularly provided to the training centers.
- Linkages between the training centers and the national statistical offices should be strengthened in order to ensure the relevance of the training programs to the challenges.
- A forum should be established for training centers to meet and exchange experiences and good practices.
- Preliminary courses for candidates from some Francophone countries should be offered to prepare them for entry into regular courses at the training centers.
- Regional training centers should assist Francophone countries to conduct training courses for middle-level statistical personnel within those countries.
- Women should be encouraged to take courses in statistics at all levels.
- A fellowship program should be set up for professional and mid-level statistical personnel from African countries.
- Partnerships should be promoted between statistical training centers and other centers of excellence teaching statistics within and outside Africa such as universities.
- Research on statistical methodologies should be mainstreamed in training programs and the centers should be involved in the methodological work of the producers of statistics.
- Directors of statistical training centers should be invited to forums on official statistics at the national, sub-regional and regional levels.
- Compensation including incentives should be at a level to attract and retain good teaching staff.

## Strategy 10: Improve Data Analysis (Supports Objectives 1 and 2)

117. National statistical offices and statistics divisions in line ministries produce statistics, conduct basic data analysis, and write reports based on these for general use. They need to conduct more detailed analysis which seeks to interpret the results obtained, to place them in meaningful social and economic contexts, to relate them to other events and processes, and generally to make them more valuable to users. This kind of analysis aims to illuminate developmental issues, inform policy design and program development, and form a basis for advocacy. It may be done by setting up special research units or departments in the national statistical office and line ministries or by assigning responsibility to professional statisticians in the substantive divisions (national accounts, production, prices) of these organizations. If adequate technical competencies are not available in-house, such analysis should be supported with collaboration from national, sub-regional or regional research organizations. In the short term and on a limited basis, such analysis may also be conducted by outside research organizations on behalf of the national statistical office. To develop the analytical capabilities within the national statistical offices and line ministries, training programs should be arranged for selected staff. In particular, analysis capacity of statisticians should be built on gender issues. Care should be taken that the analytical work done complements rather than duplicates the analysis done by line ministries and the central bank. Data user workshops need to be offered to analysts at research organizations and other users on the methods used in generating the data and the limitations of the data, so that they can interpret the data correctly.

## Strategy 11: Improve Data Dissemination (Supports Objectives 1 and 2)

118. In consultation with all the statistical agencies in the country and with users, the national statistical office should formulate a data dissemination policy applicable to all data produced nationally. The national statistical office should have the requisite authority to ensure that the dissemination policy is implemented by all data producers. Official agencies and sources for each sector of statistics should be designated, preferably in the statistical legislation to avoid multiple and possibly conflicting sets of data being available on the same subject and the confusion that this can cause. At a minimum, the national statistical system should publish a statistical yearbook; a statistical pocket book; a monthly publication(s) of indicators such as the consumer price index, labor statistics, and other core sectoral indicators; and a quarterly publication on national

accounts. These publications should be supplemented by placing the data on the national statistical office and line ministry web sites. Compliance with the General Data Dissemination System and the Special Data Dissemination Standard of the IMF should also be sought in order to improve the quality of the statistics, the metadata, their dissemination and their usage.

119. Sectoral databases should be developed, maintained, harmonized, and linked to a national socio-economic database. Harmonization of national data in sub-regional, regional, and international databases should continue to be actively pursued by all statistical agencies in the national system. Training should be provided for staff managing computerized databases.

120. Use of information and communication technology and publication of data on the Internet should become normal practice.

121. Statistical agencies should prepare and distribute user-friendly reports. They should also use web sites and other electronic products as dissemination channels. Efforts should be made to improve the presentation of statistics in the various kinds of outputs in order to promote better understanding and use of the statistics. Regular press releases should report important statistical data, such as GDP, employment, wages, the consumer price index and key sectoral indicators. Dissemination seminars should be conducted for release of census and sample survey results. Workshops should be organized to educate the media on how to present statistical results in an accurate and clear manner and on how to use data in public debate. Activities conducted to promote awareness of the MDGs and as part of the Labour Market Information Library should serve as models. The relevance of the data disseminated should be improved, wherever possible, by providing geographically and gender-disaggregated data and time-series data. In disseminating micro data at the unit level, care should be taken to protect the identity of the unit and to avoid violating the confidentiality provisions in the statistical legislation.

## Strategy 12: Improve Funding and Sustainability (Supports Objective 4)

122. The funding of statistical programs from government budgetary resources is inadequate in most African countries. Since statistics are considered a “public good”, the major responsibility for funding a sustainable statistical program should be that of the national government. The reality in Africa, however, is that only limited financial resources are available for public sector activities. Statistics must, therefore, compete with other sectors for a share of very limited resources. Statistical advocacy is critical if statistics is to compete effectively

for resources. It is important that the national statistical systems prepare clear, systematic, and transparent yearly and multi-year work programs to increase the persuasiveness of arguments for adequate funding. It is also important to obtain government support for at least a medium-term (five-year) national statistics strategy in order to ensure government commitment for budgetary resources on a sustained basis.

123. The national strategy and work program budgets should give a good indication of resource requirements. If available national budgetary resources are not sufficient, the strategy and work program budgets should provide a good basis for determining what external assistance will be needed. This assistance will generally be forthcoming only if statistics are given sufficiently high priority by national governments in their negotiations with donors.

124. Donors often agree to fund a program only if counterpart funds are earmarked in the government budget and there is a commitment from the government that the level of counterpart funding will be gradually increased, so that full funding will be available from government resources after a specified number of years and the program becomes sustainable. The governments will thus have to convince donors that when external funding ceases, the activities initiated with their assistance will be sustained.

125. Coordination of donor assistance at the country level will go a long way toward achieving aid effectiveness and optimizing the use of both external and government resources. The national statistical office should bear responsibility for coordinating funding.



# Implementation, Monitoring and Reporting



126. One of the lessons learned from the Addis Ababa Plan of Action is that a good framework is not all that is needed to achieve statistical development in Africa. Stakeholders have to take actions if the framework is to be implemented, and implementation has to be closely monitored and reported.

## Implementation

127. Endorsement of the framework by all stakeholders is essential to its success and should be pursued. National stakeholders (principally the Directors of national statistical offices) and external stakeholders were consulted during the formulation stage of the framework. The framework was also shared with them for comment. The framework was endorsed by the meeting of Directors of national statistical offices in Africa (STATCOM-AFRICA) and FASDEV held in Addis Ababa, Ethiopia on February 6-8 and February 9-10, 2006, respectively. The framework will be referred to ABSA and CODI before it is presented to the UNECA Conference of Ministers of Finance and Planning for final endorsement and to the AfDB Board of Directors for information. In view of the requirement by the MAPS that all poor developing countries have a national strategy for the development of statistics in place by the end of 2006, the process of endorsement of this framework should be fast tracked.

128. Since the evaluation of the Addis Ababa Plan of Action, African countries and external stakeholders have been a successor initiative be developed. Now that the framework has been prepared, it is crucial that its implementation gets underway without delay and in an efficient manner. In order to get framework implementation started as soon as possible, the already established ICP-Africa infrastructure should support the implementation.

129. ICP-Africa infrastructure includes (but is not limited to):

- Commitment by the AfDB management to the development of statistics in Africa in support of managing for results. This commitment has translated into the expansion of the statistics division and its programs and an increase in the resources available to the division sub-regional organizations, and regional statistical training centers.

- A strong statistics division, with a staff of 12 professional statisticians, 9 research associates and 4 administrative assistants to manage the activities of ICP-Africa. In addition, consultants are hired on a needs basis to assist the staff.
- Relationships and communication channels between the AfDB and sub-regional organizations, regional statistical training centers, and regional member countries which have been developed to a high degree considerable time and effort.

130. Funding will be required to facilitate and monitor implementation of the framework. The cost estimates for the framework have been established in line with the method used for costing the MAPS. To arrive at a global cost, a normative approach was adopted, using parameters derived from national statistical development programs and master plans. Countries were divided into three income classes (low income, low-middle income and upper-middle income, as defined in the World Development Indicators database) and three population groups (less than 10 million, 10 - 50 million, and more than 50 million). In each category, estimates were made of the average annual operating costs of a national statistical system, using the guidelines of the GDDS and other international recommendations to identify the main statistical activities. Some but limited evidence is also available from statistical plans and special studies on costs and the average levels of budget allocations for statistics. Evidence suggests that most low-income countries are unable to afford the recurrent costs of a statistical system that would meet the recommendations of the GDDS. In most middle-income countries, government budget allocations are assumed to be sufficient to meet the annual running costs of such a system. On this basis, implementing the framework in all African countries would require an additional \$73 million a year (table 4.1). Of that amount, \$60 million would go to low-income countries.

131. The above estimated amount does not include the cost of coordination, monitoring, reporting and evaluation of the RRSE. This cost will be borne by the regional coordinating agencies.

**Table 4.1. Additional Funding Needed to Fund National Statistical Capacity Building in Africa (millions of dollars)**

Income level	Less than 10 million population	10– 50 million population	More than 50 million population	Total
Low-income	24	28	8	60
Lower-middle-income	5	3	1	9
Upper-middle-income	4	-	-	4
Total	33	31	9	73

## Roles for Key Stakeholders

132. Implementation of the framework will begin by creating greater awareness about it among key stakeholders at all levels. Communication being key to awareness, an extensive and consistent communication program will be mounted to ensure that stakeholders understand the framework and their roles, and to mobilize them to support it.

## Countries

133. Primary responsibility for implementing the framework lies with countries, the framework’s primary beneficiaries. Directors of national statistical offices should be prime movers in creating awareness and designing and implementing the NSDS. Accordingly, the Director of each national statistical office will be expected to provide overall leadership in the implementation of the framework and designate a senior official to coordinate the implementation nationally and to liaise with framework coordinators at the sub-regional and regional levels. The national coordinator will be responsible for publicizing, creating awareness about, and popularizing the framework among key stakeholders including policy and decision-makers, parliamentarians, other key data users, data producers and training institutions. To do so, the coordinator, with assistance and guidance from the coordinators at the sub-regional and regional levels, will design and implement a framework awareness program including national workshops, seminars and workshops. Various communication media will be used for this purpose, including newsletters, brochures and bulletins, and the Internet. The coordinator will also periodically report on progress in implementing the framework. To achieve synergy, the coordinator could also be the coordinator of the NSDS.

134. Each country will design or update its NSDS following the PARIS21 NSDS guidelines. The Director of the national statistical office will be

responsible for initiating the national strategy process and securing support for it among national stakeholders, especially policy-makers and decision-makers. Resource mobilization for statistical development will be a key aspect of the national strategy and implementation process. Inclusion of all key stakeholders and resource mobilization will be two of the most critical success factors for development and implementation of the national statistical strategy.

## Sub-regional Organizations

135. Sub-regional organizations are expected to play a larger role in statistics in Africa, including adapting global concepts and classifications for sub-regional and national use and monitoring and advocating for the RRSF. The statistics units of some of these organizations need to be bolstered to play this role. These units will designate an officer as the framework coordinator at the sub-regional level. These coordinators will be responsible for creating framework awareness at their headquarters, coordinating with the country coordinators to create framework awareness in the member states and coordinating with the coordinator at the regional level. Awareness will be created at meetings of councils of ministers, sub-regional meetings of Directors of national statistics office, seminars, and other venues. These coordinators will also be responsible for periodic reporting on framework implementation in the sub-regions.

## Regional Organizations

136. Regional organizations, especially UNECA, the AfDB, and the AU, are expected to play a key role in implementing and monitoring the framework. These organizations should create awareness about and enlist support for the framework regionally and internationally. This should be done in different forums, such as regional meetings of ministers and meetings of the United Nations Statistical Commission, the International Statistical Institute (ISI), PARIS21, FASDEV, ABSA and CODI.

137. UNECA's role will need to be enhanced by re-establishing confidence within countries in its ability to provide statistical services to countries, as it could before it was restructured and the statistics division abolished. Re-establishing confidence will require implementing various proposals that have come out of the evaluation of the Addis Ababa Plan of Action and meetings of ABSA, CODI and FASDEV. These proposals include raising the profile of statistics both within and outside the organization, better coordinating statistical activities at UNECA, and improving the staffing situation, which is perceived to be a serious impediment to the performance of statistical activities. The re-establishment of a

statistics division and the allocation of an adequate budget for statistics will go a long way toward re-establishing UNECA's statistical credentials.

138. The AfDB is the coordinator of ICP-Africa, currently the largest and most broadly based statistical capacity- building program for Africa. The AfDB should ensure that ICP-Africa activities are well coordinated with other statistical activities within countries, sub-regional organizations, and regionally. The AfDB's ICP-Africa infrastructure should support implementation of the framework. The AfDB should, therefore, raise high-level political commitment to the framework through its Board of Directors; include a statistical component in the AfDB country assistance projects; replenish the current grant and mobilize other resources to intensify statistical activities, including designing and implementing the NSDSs.

139. The AU is the key political organization whose influence in African countries could help create greater awareness and build support for statistical development. The AU and its structures should be used in the implementation of the framework, in collaboration with the AfDB and UNECA. Specifically, the AU should play a strong advocacy role at the highest level of government in all African countries and among development partners so as to assign due priority to the development of statistics in the continent.

140. UNECA and the AfDB will jointly coordinate framework implementation, monitoring and reporting. Both organizations will agree on the appropriate coordination mechanisms, including a regional coordinator. Specific coordination tasks to be undertaken include the following:

- Initiate and work with development partners (e.g. PARIS21) to develop promotional materials and tools.
- Mobilize the resources needed to implement, coordinate, monitor, report and evaluate the framework.
- Use existing technical assistance activities in countries and sub-regional organizations to assist relevant implementing agencies.
- Liaise with country and sub-regional coordinators on a regular basis to assist them on implementation matters.
- Provide countries and sub-regional organizations with technical assistance on a need basis.
- Work out reporting formats.

- Undertake supervision missions to countries and sub-regional organizations.
- Monitor implementation.
- Liaise with sub-regional coordinators to receive monitoring information on their activities and support to countries.
- Report on progress on framework implementation for discussion at different levels.
- Establish a web page to post the latest information about framework implementation.

## Donors and International Organizations

141. Donors and international organizations play an important role in funding statistical programs and projects, in developing methodologies and frameworks for collecting and statistical data, and organizing working groups to review them. It is expected that donors and international organizations will play an even greater role in the development of statistics in Africa in the context of this framework. The role of these organizations will be enhanced if they a) establish statistics as a priority sector in their programs, b) advocate for statistics at every level, c) include statistical capacity building in individual sectoral programs that they support, d) could follow a capacity-building approach in their development assistance for statistics, and e) better coordinate their activities at the national and regional levels within an appropriate framework of partnership.

## Monitoring

142. Implementation of the framework must be closely monitored, on a continuing basis. Its coverage should be complete and take into account existing initiatives as well as new ones. Many events, factors and changes can affect framework implementation. Monitoring will keep track of these changes and make it possible to assess how much is being achieved or is likely to be achieved and what changes in direction might be called for. Monitoring is also essential for providing information required for accountability purposes.

143. Effective monitoring requires that performance indicators be agreed in advance and used to track progress. The monitoring framework will build on the PARIS21 Statistical Capacity Building Indicators and the IMF's Data Quality Assessment Framework. Both qualitative and quantitative indicators will be used. Quantitative indicators will cover such aspects as annual budgets,

staff, equipment, inputs, and statistical products; qualitative indicators will cover core statistical processes and relevant aspects of the statistical environment (legal, institutional and organizational). The indicators relate to the system as a whole (system-related indicators), to agencies producing data (agency-related indicators) and to data itself (data-related indicators) (see annex B). In addition, assistance-related indicators, such as amount of financing, type of assistance, and statistical areas supported by donors and international organizations, will be monitored in line with the MAPS.

144. Monitoring implementation of the framework will be a continuous process, undertaken at different levels. Countries will be encouraged to monitor their own statistical development as part of the national strategy process and in the context of the RRSE. The national strategy for each country will provide a mechanism for monitoring statistical development. Countries will provide monitoring information on their progress in framework implementation to the sub-regional coordinators who will collate and report it to the coordinator at the regional level. The suggestion that countries report to the sub-regional coordinators for monitoring purposes rather than to the coordinator at the regional level is based on the fact that this reporting channel is effective as the sub-regional coordinators can follow up with the limited number of countries in their sub-regions more effectively than the coordinator at the regional level could follow up with all African countries. Sub-regions will also report on their own work. Regional training centers will report on their activities and progress in implementation of the framework with respect to training directly to the coordinator at the regional level. Donors will be requested to report their activities to the coordinator at the regional level. If the PARIS21 reporting is established under the light reporting mechanism, this mechanism will be used to avoid duplication in monitoring donor assistance. Other sources of valuable information for monitoring purposes include various reports produced by donors and international organizations such as the FAO biennial reports on the state of food and agricultural statistics which are prepared for presentation at each session of the African Commission on Agricultural Statistics (AFCAS).

145. As part of the monitoring framework, peer review of national statistical systems statistical work of the sub-regional organizations will be undertaken to foster the adoption of appropriate standards, principles, codes, and best practices that lead to improved national statistical systems.

## Reporting

146. Monitoring will be ineffective unless the results are reported and necessary actions taken. Four types of reports will be prepared and distributed for discussion and action.

**147. Annual report.** The sub-regional organizations will be required to produce reports, which the coordinator at the regional level will consolidate to produce an annual report for the region. If possible, reporting from bilateral and international organizations will be derived from the reporting that is proposed to be submitted to PARIS21, as required by FASDEV. In this case, no additional reporting from these organizations will be required to monitor the RRSF. It is hoped that the coordinator at the regional level will be able to obtain access to the PARIS21 database on an as-needed basis as it is developed or receive directly from the reporting organizations copies of the information they submit to PARIS21. The annual regional report will be distributed to members of ABSA and FASDEV who will make recommendations to implementing agencies.

**148. Biennial review report.** The biennial report will be based on reviews undertaken in 2007, 2009, 2011, and 2013. The report will be prepared by the coordinator at the regional level and presented to CODI, FASDEV, the UNECA Conference of Ministers of Finance and Planning, and the AfDB Board of Directors. The report will identify successes, failures, and constraints, with an emphasis on learning for the future. The report will recommend courses of action to be undertaken in the following two years.

**149. Mid-decade review report.** A mid-decade review will be undertaken in 2010 to determine whether the framework remains relevant and to agree on changes in strategies where needed. The idea is that by 2010 there should be better data to monitor progress toward national and international development goals. The review should lead to recommendations on courses of action to be undertaken in the following five years. This review will be undertaken by an independent institution or agency selected by UNECA and the AfDB. Its report will be presented to CODI, FASDEV, the UNECA Conference of Ministers of Finance and Planning, and the AfDB Board of Directors.

**150. Main review of the framework.** A main review of the framework will be conducted in 2015, the target year for achieving most of the MDGs. This review will be undertaken by an independent institution or agency selected by UNECA and the AfDB. Its report will be presented to CODI, FASDEV, the UNECA Conference of Ministers of Finance and Planning, and the AfDB Board of Directors. The assessment should identify the most significant constraints, the most successful strategies and interventions, and how well the framework has met the set objectives.



## Critical Risk Factors and Mitigation Measures

151. Why should the RRSF succeed where the Addis Ababa Plan of Action failed? Several risk factors threaten the success of the framework, but a variety of mitigation measures have been proposed to prevent them from slowing implementation (table 4.2).

**Table 4.2. Critical Risk Factors and Mitigating Measures**

Risk	Risk-mitigating measure
Framework awareness and ownership are not created among key stakeholders.	Key strategic actions in paragraphs 87-89 will create stakeholder awareness and ownership of the framework at all levels.
Political commitment to support the framework is not obtained.	Cabinet memoranda, PRSP and budget processes, and councils of ministers at sub-regional and regional level will be used to garner political commitment.
Some stakeholders fail to understand their responsibilities or report progress in framework implementation.	Strategic actions will be taken to mobilize stakeholders and explain their responsibilities. Coordinators at all levels will be urged to widely disseminate information about framework implementation. Information sharing among key stakeholders at all levels will be encouraged.
The framework is too broad and based on too wide a set of strategies.	National authorities will prioritize the strategies and sequence them appropriately.
Capacity to implement framework strategies is not created.	Capacity will be progressively built, especially within national statistical offices and line ministries, for statistical advocacy and data collection and management, through training, and retraining, and provision of needed equipment. The AfDB will increase efforts to build capacity within sub-regional organizations and regional training centers.
Framework implementation falters.	Monitoring and reporting on implementation will ensure that implementation remains on track, identify any faltering and corrective action will be taken.
Monitoring reports are not used.	Reporting mechanisms have been established so that relevant information is provided to the right people at the right time to help them take necessary actions.



# Recommendations

152. Specific recommendations are listed in table 5.1, along with the agencies responsible for implementing them (shaded cells) or which are expected to support them. Key recommendations appear in bold.



**Table 5.1 Recommendations and Implementing Agencies**

**Agencies:** National statistical office (NSO); National statistical council (NSC); Line ministries (LM); Sub-regional organizations (SRO); Regional organizations (RO); Development partners (DP). Implementing agencies are given in shaded cells.

Strategies

Recommendation	NSO	NSC	LM	SRO	RO	DP
<b>Design and implement a national strategy for the development of statistics</b>						
1. Make the national strategy the principal instrument for achieving the objectives of the framework within countries	✓	✓	✓	✓	✓	✓
2. Ensure that all countries have a national strategy covering all data users and producers (principally the national statistical office, central bank and the line ministries) by 2006 and that implementation begins by 2007	✓	✓	✓	✓	✓	✓
3. Integrate the national strategy into national development and poverty reduction policies (such as the PRSP)	✓	✓	✓	✓	✓	✓
4. Emphasize conformity with international standards, including those related to data quality	✓	✓	✓	✓	✓	✓
5. Ensure that the national strategy serves as a coherent framework for international and bilateral assistance	✓	✓	✓	✓	✓	✓
6. Ensure that all national and international stakeholders commit themselves to ensure that the strategies designed are fully funded and implemented within the scheduled time frames	✓	✓	✓	✓	✓	✓
<b>Invigorate statistical advocacy</b>						
7. Encourage users and producers of statistics and national statistical associations to strive to enlist political commitment to the development of statistics	✓	✓	✓	✓	✓	✓
8. Use effective statistical advocacy mechanisms:						
• Celebrate African Statistics Day (November 18)	✓		✓			
• Conduct special seminars for parliamentarians and policy-makers	✓		✓			
• Conduct data-use workshops for different groups of program formulators, decision-makers in government and business, the media, and civil society organizations	✓	✓	✓			
• Use web sites of national statistical producers, television and radio programs, documentaries, and feature articles in major newspapers for statistical advocacy purposes	✓	✓	✓			
• Use advocacy materials developed by various organizations especially by PARIS21	✓	✓	✓	✓	✓	✓
9. Include statistical themes as part of courses in schools, colleges, and universities	✓	✓	✓			
<b>Mainstream statistics as a cross-cutting sector in the development process</b>						
10. Include a statistical component in the development plans such as the PRSPs and plans to achieve the MDGs	✓	✓	✓	✓	✓	✓
<b>Update the legal and regulatory framework</b>						

Recommendation	NSO	NSC	LM	SRO	RO	DP
11. Enact a new statistics act or revise an existing one to ensure that the statistics legislation is up to date and in line with the UN Fundamental Principles of Official Statistics	✓	✓				
<b>Assess and prioritize user needs</b>						
12. Develop good rapport between key users and producers of data, in order to articulate, assess and prioritize data users' needs and develop strategies for meeting those needs	✓	✓	✓			
13. Maintain continuous dialogue between data producers and planners and policy makers, chambers of commerce and industry, trade unions and NGOs	✓	✓	✓	✓	✓	✓
14. Create an inter-ministerial committee of users and sectoral producers, chaired by a high-level person, that would meet regularly, and technical working groups or task forces for key sectoral areas to determine the core set of national statistics to produce	✓	✓	✓			
15. Discuss with policy-makers to orient the statistical system's response to changes of structure and focus, such as decentralization and the consequent needs for data at the sub-national (district) level	✓	✓	✓			
16. Identify the minimum data sets that meet the priority needs for each economic/policy sector, keeping in mind the costs of and capacities available to produce data on a sustainable basis	✓	✓	✓			
<b>Undertake data development</b>						
17. Use a balanced mix of administrative records, censuses, and sample surveys to meet the priority data needs of key data users in a timely, cost-effective and efficient manner so as to produce data of adequate quality	✓	✓	✓			✓
18. Institute mechanisms for statistical audit of administrative records to improve the quality of data derived from them	✓	✓	✓			✓
19. Evaluate each new data request to determine the extent to which it can be met by available administrative records without resorting to a new or expanded sample survey	✓	✓	✓			✓
20. Negotiate with the custodians of administrative information to determine how the data can be shared within the legal framework	✓	✓	✓			
21. Conduct population and housing censuses at least every 10 years according to international recommendations	✓	✓	✓	✓	✓	✓
22. UNECA and AfDB to mobilize resources for the 2010 population and housing census	<b>UNECA and AfDB</b>					
23. Reduce costs of data generation through censuses by limiting complete enumeration to a few topics with other items investigated on a sample basis	✓	✓	✓	✓	✓	✓
24. Conduct an agricultural census every ten years and a periodic economic census according to international recommendations	✓	✓	✓	✓	✓	✓
25. Integrate population, housing, economic and agricultural censuses, to the extent possible, to reduce costs	✓	✓	✓	✓	✓	✓
26. Maintain a core field organization on a continuing basis to retain local technical expertise built up in the administration of large-scale sample surveys	✓	✓	✓			
27. Reduce costs of data collection programs by conducting integrated household sample surveys on different topics to generate essential time-series data on a core set of statistical indicators	✓	✓	✓	✓	✓	✓
28. Conduct a major demographic survey in between two successive population censuses	✓	✓	✓			✓

Recommendation	NSO	NSC	LM	SRO	RO	DP
29. Integrate business registers compiled by different institutions into one central business register maintained by the national statistical office and use it to conduct sample surveys of large establishments on a continuing basis	✓	✓	✓	✓	✓	✓
30. Conduct sample surveys covering small enterprises in the informal sector at frequent intervals	✓	✓	✓	✓	✓	✓
31. Mainstream gender responsive statistics in the national statistical system	✓	✓	✓	✓	✓	✓
<b>Foster coordination, collaboration, and partnerships</b>						
32. Establish a common statistical service under the management of the national statistical office; second statistical professionals from the national statistical office to the statistical agencies of the line ministries	✓	✓	✓			
33. Create a coordination division in the national statistical office and ensure it is adequately resourced	✓	✓				
34. Empower national statistical offices by statistical legislation to effectively coordinate the national statistical system	✓		✓			
35. Coordinate data collection activities through budget mechanism and questionnaire clearance	✓	✓	✓			
36. Establish coordinating committees, and ensure that they meet periodically, with specific agendas and that their recommendations are implemented in a timely fashion	✓	✓	✓			
37. Establish a donor coordination committee, convened by the national statistical office, with representatives from the donors and the line ministries statistical agencies	✓	✓	✓	✓	✓	✓
38. Give the national statistical office authority to coordinate between the national statistical system and the external stakeholders	✓	✓	✓			
39. Harmonize national general and sectoral databases	✓	✓	✓			
40. Bring together sub-regional, regional, and international organizations and users with the goals of improving consistency of the data, consolidating databases where possible, and minimizing reporting burden on national producers	<b>UNECA</b>					
41. AfDB and UNECA to cooperate with each other and play complementary roles in support of and for the benefit of the RRSF						
42. Promote networking among countries to enhance information-sharing including on best practices	✓		✓	✓	✓	✓
<b>Enhance the statistical infrastructure</b>						
43. Develop appropriate scientific methods and ensure their application in the measurement of social and economic processes	✓		✓	✓	✓	✓
44. Create and maintain sampling frames, such as business registers and master samples for conducting sample surveys	✓		✓			
45. Promote compliance with current international general and sectoral conceptual frameworks	✓		✓	✓	✓	✓
46. Develop documentation on statistical standards and methodologies applied in data collection	✓		✓			
47. Undertake methodological research and development to enhance data quality	✓	✓	✓	✓	✓	✓
48. Ensure participation by African experts in the development of international statistical standards	✓		✓	✓	✓	✓

Recommendation	NSO	NSC	LM	SRO	RO	DP
49. Ensure that international standards and methodologies reach the appropriate national staff in NSO and relevant institutions	✓		✓	✓	✓	✓
<b>Harness information and communication technology</b>						
50. Improve statistical operations, data dissemination, access and sharing by harnessing new information and communication technology tools	✓	✓	✓	✓	✓	✓
51. Develop an appropriate information and communication technology business model for national statistical system	✓	✓	✓	✓	✓	✓
52. Establish an ICT Division in the national statistical office	✓					
53. Develop capacity to use Geographic Information Systems	✓	✓	✓	✓	✓	✓
<b>Develop human capital</b>						
54. Develop and implement a comprehensive human resources strategy	✓	✓	✓	✓	✓	✓
55. Implement an appropriate remuneration and incentive package to attract and retain competent and well-trained personnel in the national statistical system	✓	✓				
56. Assess training needs and develop a training plan and a training calendar	✓	✓	✓	✓	✓	✓
57. Develop and conduct training courses, including refresher and retraining courses	✓		✓	✓	✓	✓
58. Ensure job rotation	✓	✓	✓			
59. Establish an in-house training center within the national statistical office	✓	✓		✓	✓	✓
60. Strengthen sub-regional and regional statistical training centers						
• Provide teaching consultants to training centers in specialized areas				✓	✓	✓
• Develop training materials and supply equipment				✓	✓	✓
• Train trainers				✓	✓	✓
• Provide methodological documents				✓	✓	✓
• Promote linkages with national statistical systems and other training centers				✓	✓	✓
<b>Improve data analysis</b>						
61. Set up a research unit in the national statistical office to conduct more detailed data analysis	✓	✓		✓	✓	✓
62. Enhance capacities in line ministries for data analysis			✓	✓	✓	✓
63. Promote collaborative research between the national statistical system and national, sub-regional or regional research institutions for in-depth data analysis	✓	✓	✓	✓	✓	✓
<b>Improve data dissemination</b>						
64. Formulate and implement a national data dissemination policy in collaboration with users and producers	✓	✓	✓	✓	✓	✓
65. Encourage the use of GDDS framework and subscription to SDDS	✓	✓	✓	✓	✓	✓
66. Disseminate data in a user-friendly manner, including reports, web sites and CDs	✓		✓			

<b>Recommendation</b>	<b>NSO</b>	<b>NSC</b>	<b>LM</b>	<b>SRO</b>	<b>RO</b>	<b>DP</b>
67. Organize workshops for the media to show them how to present data in an accurate and clear manner	✓		✓	✓	✓	✓
68. Disseminate time-series data, geographically and gender-disaggregated data	✓		✓			
69. Promote dissemination of microdata at the unit level, protecting the anonymity of individuals	✓	✓	✓	✓	✓	✓
<b>Improve funding and sustainability</b>						
70. Ensure government commitment to adequate and sustained budgetary resources for the development and production of official statistics	✓	✓	✓	✓	✓	✓
71. Develop annual and multiyear statistical work programs to increase the persuasiveness of arguments for adequate funding	✓	✓	✓	✓	✓	✓
72. Ensure that counterpart government funds are earmarked in the government budget and there is commitment to increase them to achieve continuity when assistance ceases	✓	✓	✓	✓	✓	✓
<b>Implementation, monitoring, and reporting</b>						
73. Ensure that the framework is endorsed by countries and other stakeholders and by relevant governance bodies	✓	✓	✓	✓	✓	✓
74. Ensure that stakeholders understand their roles in the framework and mobilize them to support it.	✓	✓	✓	✓	✓	✓
75. Establish framework coordinators at national, sub-regional and regional levels	✓			✓	✓	
76. Play a key role in implementing and monitoring the framework especially in creating awareness and enlisting support for the framework regionally and internationally		<b>UNECA, AfDB and AU</b>				
77. Raise the profile of statistics of the UNECA, improve the staff position, and re-establish the statistics division with the allocation of an adequate budget for statistics	<b>UNECA</b>					
78. Co-ordinate PRRSF implementation, monitoring and reporting	<b>UNECA and AfDB</b>					
79. Undertake reviews (annually, biennially, in 2010 and in 2015)	✓	✓	✓	✓	✓	✓



# **PART THREE**

Annexes



# Annex A

## External Stakeholders



This annex describes the activities of key external stakeholders. Additional information and assessment of these stakeholders is presented in section 2.

### Sub-regional Stakeholders

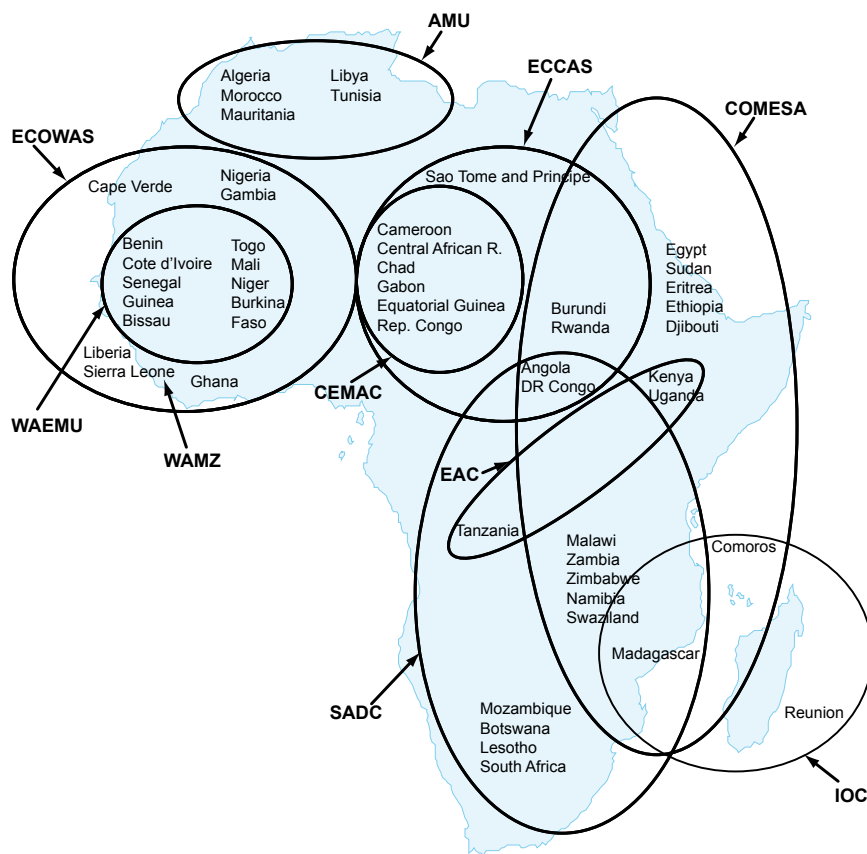
Sub-regional stakeholders include economic and monetary communities and unions, the Observatoire Economique et Statistique d'Afrique Subsaharienne (AFRISTAT), the African Regional Technical Assistance Centres (AFRITACS), sub-regional training centers for statistics and demography, and other organizations.

### Economic and Monetary Communities and Unions

The main African economic and monetary unions are the Arab Maghreb Union (AMU), the Central Africa Economic and Monetary Community (CAEMC/CEMAC), the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community for West African States (ECOWAS), the Indian Ocean Commission (IOC), the Southern African Development Community (SADC), the West Africa Economic and Monetary Union (UEMOA), and the West African Monetary Zone (WAMZ).

The missions of sub-regional economic unions generally include establishing common markets and coordinating development programs and mechanisms of cooperation and solidarity among countries. In order to assess the economic and social integration process within their zone, these economic and monetary unions need convergence and surveillance statistical indicators, including indicators of population, external trade, public finance, prices, income, employment and national accounts. To increase the comparability of these indicators across countries, some unions have created statistical units (of varying sizes and effectiveness) aimed at strengthening the harmonization of national statistics and building sustainable capacities in member states. They organize periodic technical meetings, workshops on data gaps and harmonization, and meetings of Directors of national statistical offices. They also issue statistical publications. Because they overlap (see figure A.1), sub-regional organizations put heavy pressure on their member countries in terms of statistical requirements.

**Figure A.1. African Economic and Monetary Unions**



Observatoire Economique et Statistique d'Afrique  
Subsaharienne (AFRISTAT)

AFRISTAT seeks to strengthen the statistical systems of its 18 member countries. Its main activities include providing on-site technical assistance and training through seminars and workshops. It develops nomenclatures for use by member countries (such as the AFRISTAT Member States Activities Classification [NAEMA]) and methodological documents, such as the guide to implementing national accounts in member states. AFRISTAT also establishes statistical regulations and has drafted its own reference framework - the Common Minimum Statistical Program (PROSMIC) - guide statistical operations in statistical fields of priority concern to its member states. It provides member states with software products and helps them create web sites (see annex C).

## African Regional Technical Assistance Centers (AFRITACs)

AFRITACs are capacity-building centers established by the International Monetary Fund in response to the calls of African leaders to help strengthen domestic capacity. To date, two regional technical assistance centers have been established, each with a resident statistics advisor. The center in Tanzania serves 6 countries; the center in Mali serves 10 countries. The aim is to help countries adopt international standards, codes, and best practices in the production and dissemination of macro-economic and financial statistics. The focus is on capacity building to help improve the quality of national accounts, price, monetary, fiscal and balance of payments data. In the delivery of technical assistance, the centers work in close coordination with other development partners that are active in each country. Considerable use is also made of African expertise, through the hiring of short-term experts from the region and use of resource people from the region in workshops.

## Sub-regional Training Centers for Statistics and Demography

Sub-regional training centers for statistics and demography train statistical personnel at different levels. They include the Cairo Demographic Center (Egypt); the Department of Statistics at the University of Ibadan (Nigeria); the Department of Statistics and Demography of the Ecole Nationale d'Economie Appliquée in Dakar (Senegal); the Eastern Africa Statistical Training Centre, in Dar es Salam (Tanzania); the Ecole Nationale Supérieure de Statistiques et d'Economie Appliquée in Abidjan (Côte d'Ivoire); the Institut de Formation et Recherche Démographique, in Yaoundé (Cameroon); the Institute of Statistics and Applied Economics at Makerere University in Kampala (Uganda); and the Institut Sous-Régional de Statistique et d'Economie Appliquée in Yaoundé (Cameroon). The orientation of these centers is less theoretical than that of universities and they customize their curricula to the training needs of the national statistical systems. Most of their curricula include a practical training period.

## Other Sub-regional Organizations

Other sub-regional organizations include the Permanent Inter-state Committee for Drought Control in the Sahel in Ouagadougou (Burkina Faso), the Sahel Institute in Bamako (Mali), and the Municipal Development Partnership in Cotonou (Benin). These institutions use statistics in their analyses and sometimes help produce statistics.

## Regional Stakeholders

Regional stakeholders include the African Development Bank (AfDB), the United Nations Economic Commission for Africa (UNECA), the African Union and the African Capacity Building Foundation (ACBF).

### African Development Bank

For details see paragraphs 50-52 of the report

### United Nations Economic Commission for Africa (UNECA)

For details see paragraphs 53-56 of the report

### The African Union

For details see paragraphs 57-59 of the report

It has recently established a statistics unit to produce statistical products for its programs.

### African Capacity Building Foundation (ACBF)

For details see paragraph 60 of the report

## International/Multilateral Organizations

### UN Specialized Agencies

UN specialized agencies - such as the Food and Agriculture Organization (FAO), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the United Nations Industrial Development Organization (UNIDO) - work within their fields of competence, including statistical capacity building. Most of them have a statistics division or unit, and some statistical activities are decentralized to policy divisions. With the exception of the FAO and ILO, the scale of their statistical capacity-building operations is not large, and these operations increasingly support monitoring activities in their areas of specialization. In general, these organizations have limited or no regular budget funds for technical assistance and are dependent on extra-budgetary funds for statistical capacity building, which has to compete with other (mostly higher priority) demands. The decision making process on programs/projects (not usually multi-year) is often decentralized to country, region, and sub-region levels.

The international organizations largely conduct regional training seminars to train staff of the national statistical system in the concepts and definitions in their specialized fields. They also fund a limited number of technical assistance missions, conducted by regular staff or consultants, on request by the countries, and some projects initiated by the organizations or funding agencies. Some have experts in the field in Africa associated with the organization's national, regional or sub-regional offices. Some develop products, systems and software packages to assist countries with data collection and database establishment and operation. Examples include the Health Metrics Network of WHO, the DevInfo and MICS systems of UNICEF, the CRIS system of UNAIDS, the CountryStat system of FAO and the ASYCUDA system of UNCTAD.

Some international organizations have priorities for particular aspects of statistical capacity building that they support within their field of competence. Examples include ILO locating two statisticians in ILO Technical Teams in Africa, UNAIDS building institutional capacity for monitoring and evaluation, UNESCO developing new methodologies, information systems modules and training materials, UNICEF producing statistical software for integrating indicators from various sources in a country and surveys to provide a wide range of indicators, and WTO creating tourism satellite accounts.

### UN Statistics Division (UNSD)

UNSD publishes recommendations, guidelines, concepts and definitions, classifications, and manuals in the fields of statistics, including a Handbook of Statistical Organization. It organizes regional workshops for training on concepts and definitions, offers technical advice in national accounts, population and housing censuses, and statistical organization and development. It has a technical cooperation program and maintains a good practices database. UNSD has a sub-regional focus in ECOWAS (development account project).

### International Monetary Fund (IMF)

The IMF has a specific program to support statistical development (General Data Dissemination System [GDDS]). GDDS encourages member countries to improve data quality, provides a framework for evaluating needs for data improvement and setting priorities in this respect, and guides member countries in the dissemination of statistics to the public. The IMF has also developed a Data Quality Assessment Framework (DQAF), which defines data quality in five dimensions: integrity, methodological soundness, accuracy and reliability, serviceability, and accessibility.

## World Bank and UNDP

The range of their activities is broader in terms of sectors of interest than the UN specialized agencies. Their statistical capacity building operations are large, and Africa is a focus of their operations. They have substantial funds for technical assistance and are encouraging other organizations to join with them in funding and executing large world and regional level statistical capacity building activities and large national projects and programs. They have substantially decentralized decision-making on technical assistance and operate on a multi-year support basis.

*UNDP* currently has a special project on improving statistical capacity building and MDG literacy at the country level. *World Bank* has a specific focus on statistics through its Results Measurement System (RMS) designed to strengthen the focus of International Development Association's activities on development outcomes and to inform IDA donors about the effectiveness of IDA's assistance. The RMS includes outcome indicators based on the MDGs and on countries' own poverty reduction and development objectives (PRSPs). In addition, the World Bank administers the Trust Fund for Statistical Capacity Building (TFSCB) and provides long-term loans for statistical capacity building (STATCAP). The statistical capacity building team of the Development Data Group (DECDG) supports the implementation of the Marrakech Action Plan on Statistics and provides statistical assistance.

## UNFPA

UNFPA provides support for statistics through assisting many African countries to carry out population and housing censuses and analyze the results, and using census data for poverty mapping; it also supports curriculum development for training. UNFPA maintains three country support teams in Africa.

## European Union

The European Commission manages two major assistance programs in Africa, according to the geographical zone (MED for African Mediterranean countries, the ACP Cotonou Agreement for the rest of Africa). Assistance for statistical capacity building can be provided as a statistical component in a larger sectoral program at the country level (under each EU delegation's responsibility) as well as at the sub-regional level (for example, MEDSTAT for African Mediterranean countries, PARSTAT for UEMOA zone, COMSTAT for all ACP countries), then involving *EUROSTAT* the Statistical Office of the EU. *EUROSTAT*



is essentially involved in training and has also developed software for price (CHAPO), international trade statistics (EUROTRACE) and national accounts (ERETES, in collaboration with France).

## PARIS21

The PARIS21 (Partnership in Statistics for Development in the 21st century) consortium, funded by various international, multilateral and bilateral donors, is dedicated to promoting better and increased use of statistics and to convincing policy-makers to increase their support to statistics. Its main activities include advocacy for statistics, support to the launching of National Strategies for the Development of Statistics (NSDS) and improvement of the partnerships for statistics.

The international organizations tend not to establish priority countries but to base decisions on country requests, assessments of country needs, equitable distribution of assistance among regions and countries, available expertise and budget, potential for success, demonstrated commitment by the recipient countries and overall priorities and criteria of the organization.

## Bilateral donors

Bilateral donors provide support in the following ways:

- Financial support (increasingly preferred by donors and partners), alone or pooled/basketed with other donors or through other agencies (for example, by funding AFRISTAT, AFRITACs, PARIS21 or the TFSCB).
- Direct technical assistance in the form of long or short term advisers (the donor own national statistical office is frequently the executing agency for this work).
- Training, including workshops on statistics-related issues and on-the-job training.
- Development and installation of software products for statistical processing and databases
- Large-scale surveys, such as DHS, MICS, integrated household budget surveys and censuses.

Most have a few statistical capacity building projects/programs under way at any time in African countries. They may also be involved in statistical capacity building activities as part of a sector-wide program in a country.

The bilateral organizations generally respond to statistical capacity building priorities expressed by the partner countries consistent with the donor's overall policies for assistance. Two bilaterals give priority to training (the International Programs Center of the US Census Bureau and InWent [Internationale Weiterbildung und Entwicklung] of Germany). Others consider that they have special competence in some fields that partners might like to benefit from. For example, Sweden offers expertise in national accounts, population and housing censuses, the use of administrative records, and the management and development of statistical organizations.

# Annex B

## Logical Framework for the Reference Regional Strategic Framework for Statistical Capacity Building in Africa

Measurable targets have to be defined by each country/stakeholder. The activities/tasks hereafter are only suggestions. There is no strict matching between recommendations and activities/tasks: not all recommendations are illustrated and additional examples have been drawn from the description of the strategies.



Item	Measurable indicators	Means of verification	Assumptions and risks
Goal: Improve development outcomes and governance by strengthening national statistical systems in Africa	PARIS21 Statistical Capacity Building Indicators for African countries	RRSF reports, PARIS21 Task Team Statistical Capacity Building Indicators Questionnaires	
Objective			
1 Raise awareness of the role of statistical information	Statistics cited separately in development plans, PRSPs. Budget for statistics at all levels.	RRSF reports, development plans, PRSPs, budget documents	Risk: Plans, strategies, budgets not put in place.
2 Increase user satisfaction by enhancing the quality and usability of statistical information	Data-related PARIS21 Statistical Capacity Building Indicators	RRSF reports, PARIS21 Task Team Statistical Capacity Building Indicators Questionnaire	
3 Promote greater use of statistical information	National connections to Web sites, number of visitors, number of requests received by mail and e-mail	RRSF reports, records of national statistical office and other data producers	Assumption: Such recording systems are organized.
4 Achieve synergy, cost-effectiveness, and sustainability in national statistical systems	System-wide and agency-related PARIS21 Statistical Capacity Building Indicators	RRSF reports, PARIS21 Task Team Statistical Capacity Building Indicators Questionnaire	

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks		
Overall strategy: Develop a national strategy for the development of statistics	2	National statistical council/national statistical offices in all low-income countries produce national strategy for development of statistics by 2006.	Number of countries designing strategy for the development of statistics, percentage of Trust Fund for Statistical Capacity Building used	National strategy for development of statistics received at PARIS21, TFSCB accounts, RRSF monitoring reports	Risk: Ambitions of national strategy surpass countries' capacities.	
	3	Policymakers integrate national strategy into national development and poverty reduction policies (such as the PRSP).	Reference to national strategy in development plans	PRSP, development plan documents	Assumption: National strategy kept in line with development priorities.	
	6	National and international stakeholders commit themselves to full funding and time-bound implementation of national strategy.	Percentage of national strategy activities implemented	National strategy follow-up documents		
	1	8	National statistical office celebrates African Statistics Day (November 18).	Number of countries celebrating African Statistics Day	Annual RRSF reports	Risk: Only data producers feel concerned.
		8	Data producers organize special seminars for parliamentarians and policy-makers.	Number of seminars, number of participants	Seminar documents	
		8	Data producers organize data-use workshops for different groups.	Number of workshops, number of participants	Workshop documents	
		8	Data producers use television and radio programs, web site dissemination, documentaries, and feature articles in major newspapers.	Number of programs, Web pages, documentaries, articles	Annual RRSF reports	
		8	Data producers, sub-regional and regional organizations use advocacy materials, including those developed by PARIS 21.	Number of requests received by PARIS21, number of presentations of advocacy materials	PARIS21 records, annual RRSF reports	Assumption: Recording system is organized.
	8	National associations of statisticians participate in seminars and workshops in which statistics are presented.	Number of participations to seminars and workshops	Seminar and workshop documents		

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks
2	Mainstream statistics as a cross-cutting sector in the development process			
	3	Update the legal and regulatory framework		
4	Assess and prioritize user needs			
	8	UNECA plays a strong advocacy role in the Conference of ministers for Finance and Planning.	Number of meeting documents tackling the issue	Reports to the Conference of ministers
8	AfDB plays strong advocacy role in the Board of governors.	Number of meeting documents tackling the issue	Reports to the Board of governors	
	AU plays a strong advocacy role at highest level of government	Number of meeting documents tackling the issue	Reports to ministers, Heads of State	
9	Government (ministry of education), schools, universities include statistical themes as part of courses in schools, colleges and universities.	Number of annual hours at each school level, number of colleges and universities offering courses in statistics	Annual RRSF reports	
10	Policy-makers mainstream statistical development as cross-cutting sector in development plans, PRSP.	Specific reference to statistical sector in development plans, PRSP.	PRSP, development plan documents	
11	Government/parliament enacts or updates statistical legislation in line with UN Fundamental Principles of Official Statistics.	Yes/no indicators of compliance	Government gazette, RRSF monitoring reports	Risk: Act voted but not implemented.
	Government/parliament appoints head of national statistical office with status of a top civil servant.	Yes/no indicator	Government gazette, RRSF monitoring reports	
12	National statistical council/national statistical office develops strong rapport between key users and producers of data.	Number of meetings	Meeting minutes and reports	
	National statistical council and data producers maintain dialogue with policymakers to meet priority data needs of PRSPs, MDGs.	Number of meetings	Meeting minutes and reports	
13	National statistical council and data producers organize meetings with chambers of commerce/industries, coordinating groups of NGOs.	Number of meetings	Meeting minutes and reports	

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks	
5	14	National statistical council/national statistical office institutes mechanism to assess user needs.	Yes/no indicator	Annual RRSF reports	Risk: Mechanism created but not given resources.
	14	National statistical council/national statistical office convenes regular meetings of inter-ministerial committee of users, producers, and technical working groups.	Number of meetings	Meeting minutes and reports	
	15	National statistical council/national statistical office meets with policymakers to discuss orienting statistical system's response to changes in structure.	Number of meetings	Meeting minutes and reports	
	16	National statistical council/national statistical office identifies minimum data sets to meet priority needs for each policy area.	Yes/no indicator, percentage of data sets produced	List of data sets	Risk: Identification not followed by provision of resources.
	18	National statistical council/national statistical office institutes mechanism for statistical audit of administrative records.	Yes/no indicator	Statistical audit	Risk: Adequate resources not allocated,
	20	National statistical council/national statistical office negotiates sharing of information with custodians of administrative information.	Number of formal agreements, official texts	Government gazette, RRSF monitoring reports	Risk: Staff turnover leads to loss of information.
	21	National statistical office conducts population and housing censuses at least every 10 years.	Census data	Census report	Assumption: Financial support is given to low-income countries.
	23	National statistical office limits complete enumeration in census to selected items and use a sample to investigate other items.	Yes/no indicator	National strategy for development of statistics	
	25	National statistical office integrates population and housing census with economic census.	Yes/no indicator	National strategy for development of statistics	

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks	
6	26	National statistical office maintains core field organization on continuing basis to retain local technical expertise.	Number of survey staff in local national statistical office structures	National strategy for development of statistics, national statistical office organization chart	
	27	National statistical office integrates household sample surveys on different topics.	Yes/no indicator	National strategy for development of statistics	Assumption: Donors accept pooled/basketed contributions
	29	National statistical office develops and updates business register.	Yes/no indicator	Business database	Assumption: Other data producers cooperate, fundamental principles are respected.
	30	National statistical office conducts sample surveys covering small enterprises in informal sector at frequent intervals.	Surveys results	Survey reports	
	34	Government/parliament adequately empowers national statistical office by statistical legislation to effectively coordinate the national statistical system.	Yes/no indicator	Government gazette	Risk: Act voted but not implemented.
	33	National statistical office creates separate coordination division.	Yes/no indicator	National statistical office organization chart	
	35	National statistical office coordinates data collection activities through budget mechanism and questionnaire clearance.	Yes/no indicator	Reports from budget control and questionnaire clearance mechanisms	
		National statistical council/national statistical office ensures that outputs of various data collection activities are comparable and related to one another.	Number of diverging datasets	Reports from statistical coordinating committee	
		Government establishes common statistical cadre, with statistical professionals placed in statistical agencies across government.	Yes/no indicator	Government gazette	



Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks		
7	Enhance the statistical infrastructure	36	Government/parliament establishes national statistical coordinating committee and ensures that it meets frequently.	Number of meetings	Meeting minutes and reports	Assumption: Specific budget is allocated.
		37	National statistical office convenes donor coordination committee.	Number of meetings, number of donors per survey/census	Meeting minutes and reports, survey/census reports	Assumption: Donors accept country's management rules.
		39	UNECA convenes meeting with sub-regional and international organizations to harmonize databases.	Yes/no indicator	Meeting minutes and reports	
		40	Sub-regional and regional organizations organize information sharing of best practices across national statistical systems in various countries.	Yes/no indicator	Meeting minutes and reports, database on practices	
			Government/parliament empowers national statistical office to enforce compliance with statistical standards across national statistical system.	Yes/no indicator	Government gazette	Risk: Act voted but not implemented.
		44	National statistical office creates and updates sampling frames.	Yes/no indicator	Existing databases	
45	National statistical office, AFRISTAT, UNECA, AfDB, international agencies promote implementation of conceptual frameworks such as SNA93, BPM5, GFSM, MFSM, GDDS or SDDS <sup>1</sup>	Number of countries conforming to each framework	IMF reports on General Data Dissemination System and Special Data Dissemination Standard			
46	Data producers develop documentation on statistical standards applied.	Percentage of publications including a methodological chapter, existence of a summary publication	Data producers' publications			

1 SNA93 = System of National Accounts 1993  
 BPM5 = Balance of Payment Manual 5th edition  
 GFSM = Government Finance Statistics Manual 2001  
 MFSM = Monetary and Financial Statistics Manual 2000  
 GDDS = General Data Dissemination System  
 SDDS = Special Data Dissemination Standard

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks	
8	46	Sub-regional and regional organizations involved in modifying international standards to suit local conditions in Africa.	Number of participations at meetings on development of statistical standards.	Meeting minutes and reports	
		AFRISTAT, African research institutes of statistics develop steps to be taken to improve data consistency and reduce response burden.	Number of methodological publications produced	African publications in statistical methodology	
	49	International organizations inform appropriate staff on their work on statistical methodologies and standards.	Number of methodological publications delivered	International organizations' records	Assumption: Recording systems are organized.
	50	Data producers modernize statistical production and dissemination by harnessing new information and communication technology tools.	PARIS21 Statistical Capacity Building Indicators agency-related indicators	PARIS21 Task Team Statistical Capacity Building Indicators Questionnaire	
	52	National statistical office creates separate information and communication technology division. Data producers develop Web sites.	Yes/no indicator	National statistical office organization chart	
9		National statistical office develops overall database.	Yes/no indicator, time passed since the last update	Data producers' Web sites	
	53	Data producers develop disaggregated sub-national databases through a Geographic Information System.	Yes/no indicator, number of maps in publications	Existing database	Geographically disaggregated database, data producers' publications
	54	National statistical office develops and implements comprehensive strategy for human resources.	Yes/no indicator, percentage of activities implemented	National strategy, human resources strategy follow-up documents	
	55	Government and data producers implement incentive package.	Staff turnover rate	Data producers' staff records	
	58	Data producers ensure job rotation.	Internal turnover rate	Data producers' staff records	Risk: Too frequent rotation leads to loss in experience.

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks
	56 Data producers and users assess training needs and develop courses and training calendars accordingly.	Yes/no indicator, percentage of activities implemented	Human resources strategy follow-up documents	
	57 Data producers and training centers conduct refresher courses.	Number of short-term sessions, number of participants	Annual reports of training centers, follow-up document of human resources strategy	
	59 Government establishes national training center within national statistical office.	Yes/no indicator	National strategy for the development of statistics	Assumption: Sub-regional training centers help in the curriculum.
	National training centers (re)introduce training courses for mid-level statistical personnel.	Number of students participating	Annual reports of training centers	
	60 Data producers participate in teaching at training centers in specialized areas.	Number of staff participating in teaching	Annual reports of training centers	
	60 Training centers organize training of trainers.	Number of short-term sessions, number of participants	Annual reports of training centers	
	60 International and bilateral organizations develop training materials and supply equipment to training centers.	List of materials and equipment received	Annual reports of training centers	
	Sub-regional training centers conduct methodological research.	Yes/no indicator	Annual reports of training centers	Risk: Themes not adapted to needs of national statistical system.
	National and sub-regional training centers organize management and communication courses.	Yes/no indicator (course in curriculum), number of participants	Curriculum, annual reports of training centers	
	Training centers train data producers and users in data analysis.	Yes/no indicator (course in curriculum), number of participants	Curriculum, annual reports of training centers	

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks
10 Improve data analysis	61 National statistical office sets up methodological and analysis unit.	Yes/no indicator	National statistical office organizational chart	
	Data producers analyze unit-level data to study item response and measurement errors.	Percentage of surveys and censuses with such analysis	Survey and census reports	
11 Improve data dissemination	63 Data producers establish collaborative research with research institutions for in-depth data analysis.	Number of common research projects	Memoranda of understanding, Common publications	
	64 National statistical office formulates and implements a national data dissemination policy.	Yes/no indicator, percentage of activities implemented	National strategy, dissemination strategy monitoring reports	
	65 National statistical office subscribes to Specific Data Dissemination Systems.	Number of subscribing countries	IMF web site	
	66 Data producers disseminate data in user-friendly manners (web site, CD-ROMs, press releases).	Number of CD-ROMs produced, number of press releases	Data producers' publications	
	67 Data producers organize workshops to help media learn to present statistics accurately.	Number of workshops, number of participants	Workshop documents	
68 Data producers disseminate geographically and gender-disaggregated data and time-series data.	Percentage of indicators with these breakdowns	Publications, web sites		
69 Data producers disseminate microdata at unit level, making individuals' identities anonymous.	Number of authorizations given to access national statistical systems' microdata database	Data producers' records	Assumption: Recording systems are organized.	
	Government designates official agencies and sources for each sector of statistics.	Yes/no indicator, PARIS21 Statistical Capacity Building Indicators (system-wide indicators)	Government gazette	

Strategy	Activities/tasks*	Measurable indicators	Means of verification	Assumptions and risks
	National statistical office harmonizes databases in key sectors and links them with a national socio-economic database and sub-regional, regional, and international databases.	Yes/no indicator, increasing number of indicators in the database	Database, national statistical office web site (if database is on- line)	
	Data producers organize data users workshop to orient analysts on limitations of the data.	Number of workshops, participants	Workshops documents	
12 Improve funding and sustainability	70 Government commits adequate and sustainable budgetary resources for official statistics.	PARIS21 Statistical Capacity Building Indicators (agency-related indicators)	National budgets	
	71 Government and donors develop multi-year statistical work program budgets.	Yes/no indicator	National strategy, donors' programs documents	
	72 International and bilateral donors ensure that projects supported by external assistance have increasing government counterpart funds.	Percentage of government contribution	Project documents	

\*The numbers refer to the recommendations in table 5.1

	Inputs/resources	Measurable indicators	Means of verification	Assumptions and risks
Implementation	75	Yes/no indicator	List of coordinators transmitted to the coordinator at the regional level	
	<p>Nomination of RRSF coordinators at all geographical levels</p> <p>Production of communication materials (RRSF, leaflets, CD-ROMs)</p> <p>Organization of partners meeting</p> <p>Annual report</p> <p>Biennial report</p> <p>Mid-term report</p> <p>Organization of FASDEV meeting in 2010</p> <p>Final report</p> <p>Organization of FASDEV meeting in 2015</p>	<p>Yes/No indicator; Costs to be estimated by AfDB and UNECA</p>	<p>AfDB and UNECA budget documents, RRSF monitoring reports</p>	<p>Assumption: Funding is allocated to implementation and monitoring tasks.</p>
	sub-regional	<p>National, sub-regional, and regional budgets and international aid</p>	<p>Specific to each country/organization</p>	<p>Assumption: Funding is allocated to implementation and monitoring tasks at each level.</p>

# Annex C

## Effective Initiatives and Good Practices



Overall, statistics in Africa are deficient. But there are instances of effective initiatives and examples of good practices. This list of good practice is not comprehensive; it reflects only practices identified by the countries and organizations visited and for which sufficient details were available. Additional good practices may be found in a series of publications on best practices available on the Web site of the UN Statistical Division (<http://unstats.un.org/unsd/>). Some of these practices relate to monitoring and evaluation.

### Overall Strategy: Develop a National Strategy for the Development of Statistics

*Kenya* developed and adopted a Strategic Plan for the National Statistical System 2003/4–2007/8. The initiative responded to the government's demand for data stemming from its PRSP, its Economic Recovery Strategy for Wealth and Employment Creation and the associated monitoring and evaluation program, the MDGs and associated indicators, and a number of government policy initiatives and commitment to show results.

Government commitment of funding for statistical purposes is provided in the regular budget in Kenya. In addition, a major project is in place to develop the national statistical system, including implementation of the strategic plan. The government has contributed some of the funding for this plan.

A Strategic Implementation Master Plan is in place to implement the plan. A national statistical steering committee with an aggressive program of implementation has been established and has met five times. A national statistical technical committee is in place. A new statistical legislation has been approved by the cabinet and will be going to parliament in the near future. Under this legislation, the Central Bureau of Statistics will become a semi-autonomous government authority with a board of governors. The legislation provides for coordination of the national statistical system by the Central Bureau of Statistics. Sectoral committees are being formed. The Central Bureau

of Statistics and all line ministries have submitted work programs for statistics; the Central Bureau of Statistics is leading the process. An integrated program of surveys is planned.

The donors supporting the statistical development project have coordinated their support effectively. They are invited to meetings of the national statistical steering committee.

### Strategy 1: Invigorate Statistical Advocacy

*Uganda's* Bureau of Statistics puts great emphasis on statistical advocacy, coordination, and collaboration. Advocacy activities take many forms, including grand celebrations of Africa Statistics Week each year. The celebration program usually includes feature articles in newspapers, radio discussions, television talk shows, a media workshop, user-producer workshops, processions through the streets of Kampala, demonstration of sectoral databases and statistical products, screening of the OECD-PARIS21 Film "Measuring Change in World Poverty" on national television, and hosting of the President, Vice President, or Prime Minister as the guest of honor on November 18.

### Strategy 2: Mainstream Statistics as a Cross-Cutting Sector in the Development Process/Agenda

For some time, the Uganda Bureau of Statistics was experiencing financial problems because not all budgeted funds for statistical operations were being released by government. In order to solve this problem, a decision was made by the Ministry of Finance, Planning and Economic Development (parent ministry) to include the core statistical activities of the Bureau in the Poverty Action Fund (PAF) as from 1995/96 financial year. PAF was established as a key element of the 1998/99 national budget. It has directed funds from the HIPC debt relief initiative and mobilized donor resources towards the implementation of the Poverty Eradication Action Programme (Uganda's PRSP). All activities under PAF are fully funded and are protected from cuts should there be a shortfall in government revenue.

### Strategy 3: Update the Legal and Regulatory Framework

*Sierra Leone* repealed its Statistics Act 1963, replacing it with the Statistics Act 2002 and the Census Act 2002. In 2002 it replaced the Central Statistics Office with Statistics Sierra Leone, an autonomous agency governed by the Statistics Sierra Leone Council and managed by a "Statistician General." The coordinating role of Statistics Sierra Leone was reinforced with the



establishment of a National Statistical Coordinating Committee, which has representatives from ministries, academia and civil society. As an autonomous institution, Statistics Sierra Leone has been removed from the civil service financial system and awarded grants to cover salaries and operational charges. This change enables it to offer higher salaries and better conditions of service. If the government honors its budgetary commitment, this should help it attract and retain better qualified staff.

In *Uganda* an act of parliament established the Uganda Bureau of Statistics, a semi-autonomous government agency, to act “as the principal data collecting and disseminating agency responsible for coordinating, monitoring, and supervising the national statistical system.” The statistics function was delinked from the mainstream civil service in order to enhance the impartiality, credibility and probity of official statistics, to be seen to have done so, and to make production of official statistics more effective and efficient. The bureau has a lean and focused board of directors as its policy-making organ. The board includes seven members, representing various stakeholder constituencies, including the ministry responsible for finance and planning, the Institute of Statistics and Applied Economics (Makerere University), the private sector, and civil society.

The functions of the board include formulating and monitoring the implementation of policies pertaining to the organization and management of the bureau; promoting and protecting the integrity of official statistics and the professional independence of the bureau; advising government on the national statistics policy, procedures, methods, and regulations relating to the development of official statistics; determining competitive terms and conditions of service for the staff of the bureau; monitoring the technical quality of official statistics and promoting adherence to good practice and international recommendations and standards; appointing, promoting, and disciplining senior staff of the bureau; setting guidelines for recruiting, disciplining, and promoting junior staff; providing the minister responsible for statistics with a quarterly progress report on activities of the bureau and the entire national statistical system; reviewing the structure of the bureau as necessary; and approving the corporate plans, work plans, and budgets of the bureau.

#### Strategy 4: Assess and Prioritize User Needs

Following an independent audit, *Tunisia* reformed its statistical system in the late 1990s, establishing the *Conseil National de la Statistique*. Among other tasks, it is responsible for assessing user needs. It has a small permanent structure, with a staff of four.

A decree determined the composition of the *Conseil National de la Statistique* for four years. It currently includes 18 producers and 18 users, including accountants, bankers, farmers, women, unionists, academics, and representatives of employers, who meet quarterly. Three permanent commissions (on statistical ethics, statistical information quality and dissemination, and survey clearance) and eight working groups also operate.

Working groups meet every two weeks for lively discussions. Their recommendations serve as an input into the government's decision-making. Issues discussed include confidentiality, ad hoc dissemination, and statistics to be developed, such as statistics on leisure time, tourism, the elderly, power saving, and secondary illiteracy. Each working group is generally chaired by a university representative and the national statistical office takes minutes of the working groups' meetings. Two external programs - the MEDSTAT EU project and PARIS21 - seem to have designed around users' needs on which Tunisia puts a strong emphasis.

#### Strategy 5: Undertake Data Development

The *Central African Republic* is making efforts to use local administrative data. These data are at a detailed geographical level and can therefore be used for development projects. The decentralization process has also promoted statistical awareness: statistical graphs and tables are tacked to the walls of health centers, and rural broadcastings report agricultural products prices.

#### Strategy 6: Foster Coordination, Collaboration and Partnerships

*Cameroon* provides a good example of effective coordination of the national statistical system. One hundred members of Cameroon's National Council for Statistics meet once a year. The national statistical office is looking for financing so that specialized commissions can convene meetings. The National Council for Statistics examines: the texts of regulations (AFRISTAT nomenclature, external trade tariffs, geographical coding); documents that affect the statistical system; statistical work program; the *Manual for Concepts and Definitions* published annually; conventions for files transfers; the road map for the national strategy for the development of statistics; and dissemination strategies. Validation committees on external trade and national accounts meet quarterly. Committees are also established for surveys.

In *Tunisia*, the *Conseil National de la Statistique* is responsible for statistical strategies, planning, program monitoring and evaluation, and organizing the national statistical system. The President of the CNS reports directly to the

Prime Minister and has direct contacts with line ministers. With this more political orientation and a composition largely opened to data producers other than the national statistical office, the *Conseil National de la Statistique* has progressively made administrations more inclined to view statistics as important and to provide funding for their production.

One of the first tasks of the *Conseil National de la Statistique* was to draw up an inventory of the 40 administrative structures that produce public statistics outside the national statistical office. These structures are under the supervision of nearly 20 ministries, the central bank, and the Financial Market Council. All ministries have a statistical unit.

In order to improve coordination, a single public structure is responsible for official data on a sector or issue. However, the national statistical office can act as sub-contractor for this structure. The *Conseil National de la Statistique* covers the national schools for statistics and the private statistical bodies if their surveys require its authorization. Due to the high level of coordination obtained through CNS, Tunisia's statistical development is remarkably uniform, with no sector left behind.

The **UEMOA** zone is the most advanced sub-region in terms of harmonization and development of statistics. As a result of the UEMOA PARSTAT program (Programme d'appui régional à la statistique), carried out with financial support from the European Union and important technical assistance from AFRISTAT, UEMOA countries now produce a harmonized consumption price index, harmonized external trade statistics, and more harmonized and modernized national accounts, using an SNA 93 conceptual framework. The UEMOA zone has also conducted a survey on the informal sector. By 2006 member countries should be able to provide a harmonized industrial production index and harmonized economic outlook surveys.

## Strategy 7: Enhance the Statistical Infrastructure

**Cameroon** has supplied the IMF with GDDS metadata. Only a few sectors are not covered. Furthermore, a *Manual of concepts and definitions used in the official statistical publications of Cameroon* is issued by the national statistical office each year. The 4<sup>th</sup> edition was published in 2005 and encompasses about 180 pages. These efforts toward transparency are very welcome by the users, as well as the greater regularity of the publications.

## Strategy 8: Harness information and communication technology

The web site of *Kenya's* Central Bureau of Statistics (<http://www.cbs.go.ke/>) has helped raise its profile through outreach to the public. It ties the collection of statistics to policy issues, provides transparency (by including the full text of the strategic plan), and fully explains surveys, inviting comments on draft questionnaires.

Information and communication technology underpins the collection, processing, analysis, and dissemination of statistical information in *South Africa*. The intention of Statistics South Africa is to use appropriate cutting-edge technology to enhance the production of good-quality statistical information. In the past, the deployment of information and communication technology was often fragmented within the organization and not guided by a strategic approach aligned with the core business requirements of the department.

Statistics South Africa's current policy and strategic approach is to provide a personal computer to all staff who require one in the execution of their duties. There are currently about 900 personal computers at the head office and another 150 in provincial offices. Significant efforts are made to train staff in the use of information technology.

The heart of Statistics South Africa's information technology infrastructure is a data center of 24 file servers that handle mail, Internet, Intranet, databases, the Geographic Information Service, file sharing, and other functions. Each provincial office has its own server.

## Strategy 9: Develop human capital

In 1961 the National Bureau of Statistics of *Nigeria*, previously the Federal Office of Statistics, established a school for training statistical assistants. The school has trained mid-level statistical personnel from both the National Bureau of Statistics and other main data-producing agencies, such as the Central Bank of Nigeria, the National Population Commission, federal and state government ministries and parastatal organizations. By 1996 the school had trained more than 5,000 statistical personnel. It will continue to play an important role in the development of the national statistical system.

The current statistical master plan provides for strengthening and then upgrading the school. The school will be strengthened by providing it with better infrastructure, developing its library and providing it with more teaching materials. The strengthened school will be affiliated with the proposed

Chartered Institute of Statistics of Nigeria (CISON), offering courses leading to the award of a professional diploma and a postgraduate diploma in statistics. The Nigerian Statistical Association is working on getting Parliament to authorize establishment of the institute. The National Bureau of Statistics plans to promote greater use of the school by different agencies.

### Strategy 10: Improve data analysis

**Zambia** illustrates how the coordination of data analysis by research centers and national statistical offices can have policy relevance. The Institute of Economic and Social Research at the University of Zambia was involved in the sector performance analysis of the Agricultural Sector Investment Programme (ZASIP), which the Ministry of Agriculture and Fisheries was implementing in the late 1990s. The Institute conducted quantitative analysis using data collected mostly in the Post-Harvest Agricultural Survey, which the Central Statistical Office carries out every year as part of its integrated agricultural survey program. The Institute was not only able to add value to the data, but also it identified areas that needed improvement in data collection and processing.

### Strategy 11: Improve data dissemination

**Cameroon's** National Statistical Institute organizes producer-user workshops and seminars at which it presents the results of large surveys, such as Demographic and Health Surveys. The cost of this type of seminar is taken into account at the time of survey budget formulation. This dissemination effort is appreciated by users.

**Tanzania** was the first country in the sub-region to develop a database of poverty indicators meant to facilitate the monitoring and evaluation of its PRSP. Since then many countries in Africa have adopted this practice. Tanzania's socioeconomic database was established by the National Bureau of Statistics in 2001 as a user-friendly, easily accessible source of data on more than 300 indicators, disaggregated by gender, urban/rural location, and administrative areas down to the ward level, where available. The data allow for trend analysis, since good time series are available. The database includes a module that highlights MDG-related indicators. The sources of data include surveys, censuses, and routine data systems. The aim of the database is to contribute to evidence-based decision-making, targeting government policymakers and planners, members of parliament, NGOs, the community, and the media.

The institutional framework for Tanzania's socioeconomic database is very elaborate and includes more than 17 government and non-government agencies,

ministries, and institutions. It consists of a steering committee, a taskforce, and a focal point in all partner institutions. The idea is to reach broad consensus on the substance of the database. The lesson is that starting small may push the process along more quickly. Moreover, initiatives like this can be integrated into existing institutional frameworks.

Tanzania's socioeconomic database represents good practice for several reasons:

- It is government owned.
- It is fully institutionalized within the framework of the PRSP and the Poverty Monitoring System.
- It allows regular monitoring of the MDG indicators.
- It contributes to capacity building for evidence-based decision-making.
- It has contributed to building partnerships with UN agencies and between the government, the United Nations, and the private sector.
- It is cost-effective, because it was customized from UNICEF's ChildInfo and draws on many years of experience with that package in other countries.
- It avoids duplication of effort by linking up with other government initiatives, such as establishment of a database to monitor the implementation of the local government reform program.
- It contributes to South-South collaboration.

The National Bureau of Statistics has already hosted study tours with delegations from different African countries

*Tunisia* is one of two countries in Africa participating in the Special Data Dissemination Standard. The Tunisia National Statistical Institute disseminates its data in a variety of ways, including its web site (<http://www.ins.nat.tn/>), which receives 200 -300 hits a day, news releases, and (free) dissemination lists to official users. Its Statistical Information Centre welcomes the general public, receiving 3,000 visitors a year. Visitors can consult and purchase the National Statistical Institute's publications. It is also open to the public for ad hoc extracts from the external trade database. The National Statistical Institute also publishes documents, some of them accompanied by a CD-ROM that includes more detail or time series.

A number of datasets are available on the National Statistical Institute Web site, which is organized into 38 economic and 24 socio-demographic themes. As Tunisia subscribes to the IMF's Special Data Dissemination System, a dissemination schedule for real sector and external trade indicators can be found on the Web site. Seminars are regularly organized at each important data release, which are accompanied by a display of the institute's latest publications.

## Strategy 12: Improve funding and sustainability

The government of *Ethiopia* is highly committed to funding the Central Statistical Authority and other statistics activities in Ethiopia. The Ministry of Finance and Economic Development demands data to make the macroeconomic projections it needs to derive resource envelopes for planning, to establish the effectiveness of policy instruments, and to make decisions on future budget allocations. The ministry is also responsible for compiling national accounts. For these reasons, the government has been investing heavily in statistical development and production.

*Cameroon's* three-year statistical work program is presented to a pool of potential partners, each of whom determines whether it would be interested in contributing. When the final detailed budget becomes available, each partner chooses which activities to finance. This system works well, as the national statistical office strives for transparency in accounting. This transparency has created confidence among donors and organizations such as the European Union and the World Bank, which provide support on a multiyear basis.

In 2002 *Mozambique* started a project to strengthen the institutional capacity of the National Institute of Statistics. The project joins the three Scandinavian donors and their three national statistical bureaus in the same project that forms a framework for all donor support provided to the National Institute of Statistics.

The project seeks to strengthen the national statistical system in Mozambique through support to the National Institute of Statistics and its provincial branches. The development objectives are to support the implementation of the national statistical system's five-year plan (2003–07), guided by a strategic plan for the same period, thus allowing the government, the private sector, researchers, donors, and the general public to monitor social and economic development in the country. One focus is on implementing Mozambique's strategy for reducing poverty.

The High Council for Statistics, chaired by the Prime Minister, determines both the strategic and the operational plan. The project is based on a twinning

arrangement between the National Institute of Statistics and the national statistical bureaus in all three Scandinavian countries, with Statistics Denmark the lead partner. A consortium of the three bureaus is supporting the National Institute of Statistics in implementing the project. The project emphasizes donor coordination, a twinning arrangement, the National Institute of Statistics' role as fully responsible for the project activities, integration of project activities with the National Institute of Statistics' regular plans and reports, and implementation of a comprehensive human resource development plan for 2003 - 07.

## Good Practices Cutting across Several Strategies

Sharing limited resources can lead to substantial progress, as the experience of *AFRISTAT* reveals. *AFRISTAT* is an African skills center in the development of statistics, carrying out programs and projects for many international financial and technical partners including programs and projects in other African non member countries, including English-speaking countries. Its main mission is to strengthen the statistical systems of its members. Its main activities are on-site technical assistance and training through seminars and workshops.

*AFRISTAT* has helped its member states to manage a national statistical office, to manage human resources, to revise laws governing statistics, to reintroduce national councils of statistics, and helped the UEMOA zone to harmonize price, informal sector, and national accounts data. It has produced two nomenclatures adapted to its members, the *AFRISTAT* member states activities classification (NAEMA) and the *AFRISTAT* member states products classification (NOPEMA). These nomenclatures conform to international organizations standards.

*AFRISTAT* has produced several methodological documents, which are used by its member states in their statistical infrastructure. These include a methodological guide for the elaboration of national accounts in member states, concepts and indicators related to the job market and the informal sector, the state of reflections on the fundamental principles of public statistics, and a reference framework and minimum common methodological support for information for the follow-up of PRSPs and the MDGs (still provisional).

*AFRISTAT* also drafts statistical regulations for its member states. It has drafted its own reference framework to guide statistical operations (the Common Minimum Statistical Program [PROSMIC]) in six domains: statistical coordination, national accounting, assessment of economic and social



situation, dissemination, follow-up of households and poverty, and agricultural statistics.

AFRISTAT has helped train staff in computer software such as CHAPO (price index) and ERETES (national accounts), developed with the assistance of Eurostat and France. It has helped member states create Web sites.

Initially, AFRISTAT was financed through a fund made up of equal contributions from member states and a contribution from France. In 2003 AFRISTAT's council of ministers decided to renew and increase their participation and to open the fund to other partners in development, such as central banks, development banks, sub-regional organizations, and other international donors.

**SADC** has harmonized statistics by using the same census questionnaire as UEMOA and AFRISTAT. Member states are required to provide statistics to SADC.

SADC aims to promote development and growth, alleviate poverty, and spur regional integration among member states and enhance the quality of life of all peoples in Southern Africa. It has designed policies, plans, programs and protocols that require statistics from member countries. The SADC statistics committee, made up of Directors of national statistical offices of member states, acts as the steering committee for the SADC Statistical System. It has identified priority areas for development and reporting of statistics, including sectoral areas (trade, finance and investment, mining, transport and communication, energy and water, and agriculture and food security) and cross-cutting areas (poverty, gender, informal sector, environment and natural resources, classifications, definitions, and standardization).

The 2001 population and housing census was carried out in member countries in line with the decision of the SADC ministers of planning and development to adopt a common census year, beginning in 2001, and common methodologies. This led SADC members to carry out a preparation project with the aim of strengthening the capacity of member states in census takings and harmonizing standards on key definitions, concepts and methodologies on cartographic work, data collection, analysis, and dissemination.

Donors and recipients have identified several successful approaches to ***donor support***:

- Give more recognition to what the country defines as its needs and priorities, which increases ownership and success (Denmark)

- Place the recipient in charge of the program after it receives external budgetary assistance (Denmark providing assistance to countries such as Gabon, Kenya, Malawi, Uganda, Zambia).
- Have national staff and consultants work alongside international consultants as a way of building national capacity.
- Use long-term resident, experienced, statistical experts from the national statistical office of the donor country, supplemented by short-term experts as needed (Norway).
- Establish a close association between professionals from the national statistical offices of the donor and recipient countries (twinning) (Sweden).

# Annex D

## CODI-II



Addis Ababa, 4-7 September 2001  
Resolution on statistical development in Africa  
(Sponsored by Cote d'Ivoire, Ghana, Kenya, Senegal and South Africa)

The Conference of Ministers,

**Having** reviewed the recommendations of the Working Group on Strengthening Statistical Capacity for Poverty Monitoring as endorsed by CODI<sup>5</sup>, specifically the issues relating to the new millennium goals and their application to the New African Initiative, the Poverty Reduction Strategy Papers (PRSPs), poverty monitoring and reports of the regional meetings of PARIS21;

**Recalling** its resolution on the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s;

**Noting** the country reports presented CODI by: Algeria, Angola, Cameroon, Cape Verde, Chad, Côte d'Ivoire, Ghana, Kenya, Lesotho Liberia, Malawi, Mali, Nigeria, Tanzania, Togo, Rwanda, Senegal, Somalia, Swaziland, Sierra Leone, South Africa, Uganda and Zimbabwe;

**Having examined** the report of the Coordinating Committee on African Statistical Development (CASD) on the evaluation of the implementation of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s (AAPA)<sup>6</sup>, the Way Forward<sup>7</sup> and the implementation of 1993 System of National Accounts (SNA)<sup>8</sup> in the region;

**Bearing in mind** of the role of sub-regional institutions such as SADC, ECOWAS, COMESA, EAC, CEMAC and IGAD in the development of statistics in Africa;

---

5 ECA/DISD/STAT/WG/SSCPM/01

6 E/ECA/DISD/CODI.2/11, and Add.1

7 E/ECA/DISD/CODI.2/11, Add.2

8 E/ECA/DISD/CODI.2/12

**Aware** of the progress made by a number of countries in preparing strategic plans for statistics, and that many National Statistical Offices (NSOs) are constrained in their operations due to the traditional civil service practices;

**Appreciative** of the important role of PARIS21 in promoting the use of statistics at the worldwide level with advocacy tools;

**Recognizing** the various initiatives undertaken by National Statistical Offices in data collection;

**Recognizing further** the significant advancements in the information and communication technologies;

**Noting** the slow pace of adapting new statistical methodologies and the deficit in number of statisticians,

**Noting also** that the major constraints to the implementation of the AAPA included lack of advocacy, lack of ownership, inadequacy of financial resources, lack of institutional and human capacity;

**Concerned** that only a small proportion of member states have made progress in the implementation of 1993 SNA and that was largely made possible by the existence of technical capacity, local or external and the availability of appropriate tools;

**Convinced** that member states should take appropriate steps to address these issues;

#### I. Strengthening statistical capacity

1. **Calls** upon national statistical offices of member states to submit country reports to ECA on the previous year by end of June of each year;

2. **Urges** member states to put in place strategic plans to provide a holistic approach and optimize the utilization of resources available for statistical development;

3. **Further urges** NSOs to take all appropriate steps to sensitize political leaders on the fundamental importance of statistics for planning and decision making and requests ECA and all partners to assist them in this endeavor;

4. **Recommends that:**

- a. NSOs should become autonomous organizations with independent Boards of Directors;
- b. NSOs should establish integrated information management systems that bring together data on social benefits, censuses, GIS, and household budget surveys to better equip users with information necessary for planning, monitoring and evaluation;
- c. Sub-regional institutions such as SADC, ECOWAS, COMESA, EAC, CEMAS and IGAD should be the building blocks for the implementation of the various initiatives on African development;
- d. Human development in statistics should be accelerated through strengthening of Regional Training Institutions and the establishment of a fund for statistical training;
- e. The process of adopting the latest international standards should be speeded up;
- f. National capacities in the analysis of data on poverty at the national level should be enhanced and priority areas for action (education, health etc.) should be defined;
- g. The replication of AFISTAT type arrangements in other countries and in particular the Anglophone countries;

5. **Emphasizes** that statistical development plans should be an integral component of national development plans.

II. The Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s

6. **Acknowledges** that the principles and objectives of the AAPA were and still remain relevant to statistical development in Africa;

7. **Regrets** the slow level of implementation of the AAPA identified by CASD in the evaluation;

8. **Appreciates** the commendable work done by CASD and resolves that its mandate has come to an end;

9. **Resolves** that a new plan, as proposed in the evaluation report, will not be necessary. Instead, a new framework for statistical development in Africa be put in place that will take into account:

- a. full stakeholder participation at all levels;
- b. new demands for information (PRSPs, New African Initiative);
- c. strategies at national, sub-regional and regional levels for enhancing statistical capacity;
- d. the plight of countries emerging from war and other crises;
- e. mechanisms of continuous monitoring and evaluation;

10. **Approves** that

- a. full stakeholder participation at all levels;
- b. a broad based Advisory Board on African Statistical Development (ABASD) be constituted;
- c. in order to effect the proposed framework, the Advisory Board design the modalities of statistical advancement in the region;
- d. the Board works in close partnership with sub-regional, regional and international organizations.

### III. Information and Communication Technologies

11. **Strongly recommends** that member states be proactive in adapting the new technologies in information capturing, processing and dissemination for timely and effective policy decisions;

### IV. Implementation of the 1993 System of National Accounts (1993 SNA)

12. **Urges** member States strive to speed up the implementation of the 1993 SNA by strengthening technical capacity in national accounts and accessing and using available tools.

# Annex E

## Yaoundé Declaration on Statistical Development In Africa



Directors of the national statistical offices from 51 African countries, having taken part in the meeting of the Regional Governing Board of the International Comparison Programme for Africa (ICP-Africa) on 26 April, 2004, in Yaoundé, and having deliberated on the urgent and increasingly critical demand for reliable, timely and relevant data necessary for formulating, managing, monitoring and evaluating development policies and programs at the meeting of the Directors of the national statistical offices, April 26–30, 2004,

Considering the importance of information as a basis for informing poverty reduction policy, monitoring progress towards meeting the Millennium Development Goals, and supporting region-wide initiatives such as the New Partnership for Africa's Development (NEPAD),

Considering that the indicators proposed within the framework of ICP-Africa will be of a great contribution to supporting the development and monitoring of the Poverty Reduction Strategies as well as supporting the optimal allocation of national resources, the follow-up of the implementation of national policies and programs for the attainment of the MDGs,

Emphasizing that most statistical programs lack effective mechanisms to ensure their sustainability and ownership by the countries,

Acknowledging the importance of having sound and effective partnerships, identifying synergies, coordinating efforts and pooling resources to advance a common goal,

Highlighting that the most critical challenges facing statistical systems in Africa remain the need to create greater awareness among policymakers about the importance of statistics and emphasizing the critical importance of securing financial and political commitment from government leaders,

Acknowledging that actions to strengthen national statistical agencies are likely to occur in the short to medium term only with external input that complements government's effort,

Recognizing and supporting the resolution of the Second International Roundtable, held in Marrakech, on managing for development results that call upon international and national policymakers to step up their support for statistical capacity building,

Acknowledging the great strides that have been made in the last two years under the initiative of ICP-Africa and recognizing the importance of the program both as a source of reliable and policy relevant data, and as a comprehensive and coherent regional capacity building framework,

Note with satisfaction the recommendations of the second meeting of the Governing Board of ICP-Africa and emphasize the need to prepare strategy papers on advocacy and building partnerships,

Adopt ICP-Africa as a flagship capacity building initiative in the area of economic statistics, with particular emphasis on price statistics and national accounts,

Recommend to:

A. African governments

1. To put ICP-Africa, a program covering the entire Africa continent, at the core of statistical capacity building programs for member countries
2. To support statistical activities by making statistics a priority and allocating adequate resources
3. To pursue the efforts of statistical harmonization and integration of activities by their national statistical offices, as well as regional and sub-regional organizations
4. To ensure capacity building in the development of statistical master plans; in the coordination of national statistical systems; in human resource development (training, attraction and retention); and in analysis, report writing and dissemination.

B. Bilateral agencies and international institutions

5. To continue working in the area of statistical capacity building by allocating more financial and material resources to statistical activities



6. To improve their partnership collaboration to facilitate synergy so as to ensure effective and coordinated support to the countries

7. To engage in advocacy work so as to give statistics a high profile and to secure financial and political commitment from African governments.

C. African Development Bank as the coordinating agency for ICP-Africa

8. To enhance priority given to statistics and provide optimal resources, both financial and technical, for supporting statistical activities in African countries, given the importance of statistics in formulating, monitoring and evaluating poverty reduction strategies, in monitoring the MDGs and in managing for development results.

Adopted this 30th day of April, 2004, at Yaoundé, Cameroon.



# Annex F

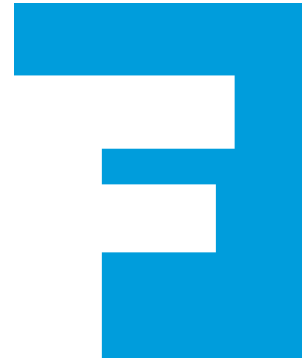
## FASDEV-I

Addis Ababa, 12-13 May 2004

### Communiqué

Representatives of donor institutions, UN specialized agencies, and regional and sub-regional agencies attended the Forum on African Statistical Development (FASDEV) meeting on May 12-13, 2004 in Addis Ababa, Ethiopia. Recalling that FASDEV was initiated in order to: (i) have an overview of statistical activities, including assistance, and training in Africa; (ii) set up a permanent system for the monitoring of statistical development in Africa; and (iii) strengthen modalities for cooperation with a view to leveraging on each partner's comparative advantage, the meeting:

- a) Appreciated the effort made by the Economic Commission for Africa (ECA) in collaboration with the African Development Bank (AfDB) and the Partnership In Statistics for Development in the 21<sup>st</sup> Century (PARIS21) consortium to convene the first FASDEV meeting;
- a) Discussed issues relating to statistical development in Africa;
- b) Agreed to:
  1. Endorse the establishment of FASDEV (Forum on African Statistical Development) and its functions as stated in the preamble above, with ECA as the Secretariat;
  2. Contribute to the production of a Reference Regional Strategic Framework under ECA coordination based on the draft presented and the comments made during the meeting, in line with the Marrakech Action Plan on Statistics (MAPS);
  3. Support African countries to design and implement National Strategies for the Development of Statistics (NSDS) by 2006 using the PARIS 21 Guidelines and following the recommendations of CODI II, the MAPS, and the Yaoundé Declaration on Statistical Development in Africa;



4. Take advantage of any existing strategies at the international, regional, sub-regional and national levels (such as PARIS21 initiatives, International Comparison Programme (ICP-Africa), General Data Dissemination System (GDDS), etc.), with a view to meeting the objectives of the Reference Regional Strategic Framework, seek the guidance of the Committee on Development Information (CODI) and the United Nations Statistical Commission on statistical activities through submission of reports for their consideration;
5. Work towards developing and implementing joint programmes (moving from coordination to active cooperation and harmonization);
6. Provide information according to a template to be designed with members of FASDEV and coordinated by ECA;
7. Ask ECA to convene the next FASDEV meeting in February 2005 to consider and approve the Reference Regional Strategic Framework and to map the way forward; and
8. Call on all stakeholders to support FASDEV activities.





2006

# The reference regional strategic framework for statistical capacity building in Africa better statistics for improved development outcomes

Paris 21

Paris 21

---

<http://archives.au.int/handle/123456789/1412>

*Downloaded from African Union Common Repository*