

Strategy for the Harmonization of Statistics in Africa

2017-2026



African Union
Commission



African Development Bank



United Nations Economic
Commission for Africa



African Capacity
Building Foundation

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of Statistics in Africa

SHaSA

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Table of Contents

| | |
|--|-----------|
| List of Acronyms and Abbreviations | vi |
| List of Tables | x |
| List of Figures. | xi |
| List of Boxes | xi |
| Decision on the implementation of the Strategy for the Harmonization of Statistics in Africa (ShaSA) | xiv |
| Foreword | xvi |
| Acknowledgments | xviii |
| Concepts and Definitions | xxi |
| Executive Summary | xxii |
| | |
| CHAPTER 1. INTRODUCTION | 1 |
| 1.1. Background and justification | 1 |
| 1.2. Role of statistics | 3 |
| 1.3. Challenges confronting the African Statistical System | 4 |
| 1.4. Methodology for the review and updating of SHaSA | 5 |
| 1.5. Content of the report | 7 |
| | |
| CHAPTER 2. NATIONAL, REGIONAL, CONTINENTAL, AND INTERNATIONAL DEVELOPMENT AGENDAS. | 8 |
| 2.1. National development plans | 8 |
| 2.2. Regional development and integration plans | 9 |
| 2.3. Agenda 2063: “The Africa We Want” | 9 |
| 2.4. At the center of Africa’s Transformation: the AfDB’s Ten-Year Strategy 2013– 2022 and the Five High Priorities (High 5s) | 13 |
| 2.5. Transforming Our World: the UN’s 2030 Sustainable Development Program | 14 |
| 2.6. Convergence of the three sustainable development agendas | 16 |
| 2.7. Priority statistical needs to meet developmental needs | 18 |
| | |
| CHAPTER 3. CURRENT STATUS OF THE AFRICAN STATISTICAL SYSTEM | 21 |
| 3.1. The critical need for comparative data for integration, measurement and evaluation | 21 |
| 3.2. Main actors of the African Statistical System | 22 |
| 3.3. Coordination and harmonization of statistics on the continent | 32 |

| | | |
|--|---|-----|
| 3.4. | Major new statistical developments. | 45 |
| 3.5. | Evaluation of the current statistical environment | 47 |
| CHAPTER 4. STATUS OF THE IMPLEMENTATION OF SHaSA | | 50 |
| 4.1. | Implementation of the strategic matrix | 50 |
| 4.2. | Report of Specialized Technical Groups (STGs). | 57 |
| 4.3. | Lessons Learned and Action Matrix | 64 |
| CHAPTER 5. UPDATED STRATEGY FOR THE HARMONIZATION OF STATISTICS 2017-2026 (SHaSA 2) | | 67 |
| 5.1. | Strategic Motivation. | 67 |
| 5.2. | Strategic vision | 68 |
| 5.3. | Strategic Themes and Objectives. | 68 |
| 5.4. | Strategic Matrix for Harmonized Quality Statistics by theme and objective | 73 |
| CHAPTER 6. IMPLEMENTATION MECHANISM OF SHaSA 2 | | 91 |
| 6.1. | Governance Structure | 91 |
| 6.2. | Technical Institutional Arrangements for the Implementation of SHaSA 2. | 94 |
| CHAPTER 7. MONITORING, EVALUATION, AND REPORTING | | 102 |
| 7.1. | Monitoring and evaluation | 102 |
| 7.2. | Reporting. | 102 |
| CHAPTER 8. POLITICAL WILL AND LEADERSHIP | | 105 |
| 8.1. | Background | 105 |
| 8.2. | Roles of the statistical actors in SHaSA 2. | 105 |
| 8.3. | Leadership | 108 |
| 8.4. | Behavior change | 110 |
| CHAPTER 9. CONCLUSION | | 112 |

| | |
|--|-----|
| References | 113 |
| Annex 1. Decision on the establishment of the African Union Institute for Statistics in Tunisia Doc. Assembly/AU/12(xx) Add.5 | 116 |
| Annex 2. Decision on the Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa SHaSA Doc. Ex.Cl/806(xxiv) | 118 |
| Annex 3. Status of implementation of SHaSA from 2010 to 2016 | 120 |
| Annex 4. Results-Based Logical Framework for the Strategy for the Harmonization of Statistics in Africa 2017–2026 (SHaSA 2) | 141 |
| Annex 5. A Data Compact for the Data Revolution. | 178 |
| Annex 6. Terms of Reference for Specialized technical groups, Lead countries, and pan-African organizations | 179 |

List of acronyms and abbreviations

| | |
|-----------|---|
| AACB | Association of African Central Banks |
| AAPA | Addis Ababa Plan of Action for the Development of Statistics in Africa in the 1990s |
| ACBF | African Capacity Building Foundation |
| ACP | African, Caribbean and Pacific Group of States |
| ACS | African Charter on Statistics |
| AEC | African Economic Community |
| AfDB | African Development Bank |
| AFRISTAT | Economic and Statistical Observatory for Sub-Saharan Africa |
| AFRITAC | Regional Technical Assistance Centre for Africa |
| AfSA | Association of African Statisticians |
| AGNA | African Group on National Accounts |
| AGROST | African Group on Human Resources and Statistical Training |
| AIDA | Accelerated Industrial Development for Africa |
| AIDI | Africa Infrastructure Development Index |
| AIH | Africa Information Highway |
| AIKP | Africa Infrastructure Knowledge Program |
| AMCP | African Monetary Cooperation Program |
| AMU | Arab Maghreb Union |
| APAI-CRVS | Africa Program for Accelerated Improvement of Civil Registration and Vital Statistics |
| APRM | African Peer Review Mechanism |
| APSA | African Peace & Security Architecture |
| ARAPKE | African Regional Action Plan for Knowledge Economy |
| ASCC | African Statistical Coordination Committee |
| ASS | African Statistical System |
| ASSD | African Symposium on Statistical Development |
| AU | African Union |
| AUC | African Union Commission |
| BAPS | Busan Action Plan for Statistics |
| BEAC | Bank of Central African States |
| CAADP | Comprehensive Africa Agriculture Development Programme |

| | |
|------------|---|
| CAMEF | Conference of African Ministers of Economy and Finance |
| CEMAC | Central African Economic and Monetary Community |
| CEN-SAD | Community of Sahel-Saharan States |
| CoDG | Committee of Directors General of NSOs |
| COMESA | Common Market for Eastern and Southern Africa |
| CPAMS | Classification of products from AFRISTAT Member States |
| CPI | Consumer Price Index |
| CRVS | Civil Registration and Vital Statistics |
| EAC | East African Community |
| EASTC | Eastern Africa Statistical Training Center |
| ECA | UN Economic Commission for Africa |
| ECCAS | Economic Community of Central African States |
| ECOSOC | UN Economic and Social Council |
| ECOWAS | Economic Community of West African States |
| EMU | Economic and Monetary Union |
| ENSAE | Ecole nationale de la statistique et de l'analyse économique |
| ENSEA | Ecole nationale supérieure de statistique et d'économie appliquée |
| EUROSTAT | Statistical Office of the European Communities |
| FAO | United Nations Food and Agricultural Organization |
| FASDEV | Forum on African Statistical Development |
| FDI | Foreign Direct Investment |
| FHANIS | Food, Health and Nutrition Information System |
| FTZ | Free Trade Zone |
| GAP | Cape Town Global Action Plan for Sustainable Development Data |
| GDDS | General Data Dissemination System |
| GDP | Gross Domestic Product |
| GPS | Governance, Peace and Security |
| ICP-AFRICA | International Comparison Program for Africa |
| ICPD | International Conference on Population and Development |
| ICT | Information and Communication Technology |
| IFORD | Institute for Demographic Training and Research |
| IFPRI | International Food Policy Research Institute |

| | |
|---------|--|
| IGAD | Inter-Governmental Authority for Development |
| ILO | International Labour Organization |
| IMF | International Monetary Fund |
| INDEPTH | International Network for the Demographic Evaluation of Populations and their Health |
| INSEA | Institut national de statistique et d'économie appliquée |
| IPSS | Institute for Peace and Security Studies |
| ISSEA | Institut sous régional de statistique et d'économie appliquée |
| KP | Kyoto Protocol |
| LPA | Lagos Plan of Action |
| MAPS | Marrakech Action Plan for Statistics |
| MDGs | Millennium Development Goals |
| MIP | Minimum Integration Program |
| MIS | Management Information System |
| NA | National Accounts |
| NEPAD | New Partnership for Africa's Development |
| NSDS | National Strategy for the Development of Statistics |
| NSO | National Statistical Office |
| NSS | National Statistical System |
| PARIS21 | Partnership in Statistics for Development in the 21st Century |
| PAS | Pan African Statistics Programme |
| PHC | Population & Housing Census |
| PIDA | Program for Infrastructure Development in Africa |
| PPP | Purchasing Power Parity |
| PRODCOM | Community Production |
| RB-LM | Results-Based Logical Matrix |
| REC | Regional Economic Community |
| RMC | Regional Member Country |
| RRSF | Reference Regional Strategic Framework for Statistical Capacity Building in Africa |
| RSDS | Regional Strategy for the Development of Statistics |
| SACU | Southern African Customs Union |

| | |
|----------------|--|
| SADC | Southern African Development Community |
| SCB | Statistical Capacity Building |
| SDDS | Special Data Dissemination Standard |
| SDGs | Sustainable Development Goals |
| SFFP | Strategic Framework for the Fight Against Poverty |
| SFP | Strategy for the Fight against Poverty |
| SHaSA | Strategy for the Harmonization of Statistics in Africa |
| SMIE | System for the Management of Information on Education |
| SNA | System of National Accounts |
| SNDD | Special Norms for the Dissemination of Data |
| SPARS | Strategic Plans for Agricultural and Rural Statistics |
| STATAFRIC | African Union Institute for Statistics |
| StatCom-Africa | Statistical Commission for Africa |
| STC | Statistical Training Center |
| STG | Specialized Technical Group |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UN | United Nations |
| UNSC | United Nations Statistical Commission |
| UNSD | United Nations Statistics Division |
| WAEMU | West African Economic and Monetary Union |
| WAMA | West African Monetary Agency |
| WHO | World Health Organization |
| WTO | World Trade Organization |

List of Tables

| | |
|---|-----|
| Table 1. Stages of integration of each REC in relation to the Abuja Treaty | 2 |
| Table 2. Priority objectives and domains for the first ten years of Agenda 2063 | 11 |
| Table 3. Convergence between the three development agendas | 16 |
| Table 4. Categorization of the statistical function in RECs | 24 |
| Table 5. Status of NSDS in African countries, February 2017 | 33 |
| Table 6. RECs' Regional Strategies for the Development of Statistics | 34 |
| Table 7. Strengths and weaknesses of the African Statistical System | 48 |
| Table 8. Opportunities and threats to NSS | 49 |
| Table 9. Planned program for the 2020 PHC in Africa (2015-2024 decade) | 51 |
| Table 10. Planned program of agricultural census 2020 for Africa (2015-2024 decade) | 52 |
| Table 11. Lessons learnt in the implementation of SHaSA 1 and proposed remedial actions during implementation of SHaSA 2 | 65 |
| Table 12. Strategic themes and objectives of SHaSA 2 | 69 |
| Table 13. Strategic Matrix for Harmonized Quality Statistics by Theme and Objective | 73 |
| Table 14. List and composition of the Specialized Technical Groups | 95 |
| Table 15. List of meetings of governance structures of SHaSA 2 | 101 |
| Table 16. Reporting mechanism for the implementation of SHaSA 2 | 103 |

List of Figures

| | |
|---|-----|
| Figure 1. Relations between NSDS, RSDS, SHaSA 2 and different Development Plans | .20 |
| Figure 2. The Regional Integration Index: 5 dimensions and 16 indicators | 55 |
| Figure 3. SHaSA 2 governance structure at the continental level | .92 |

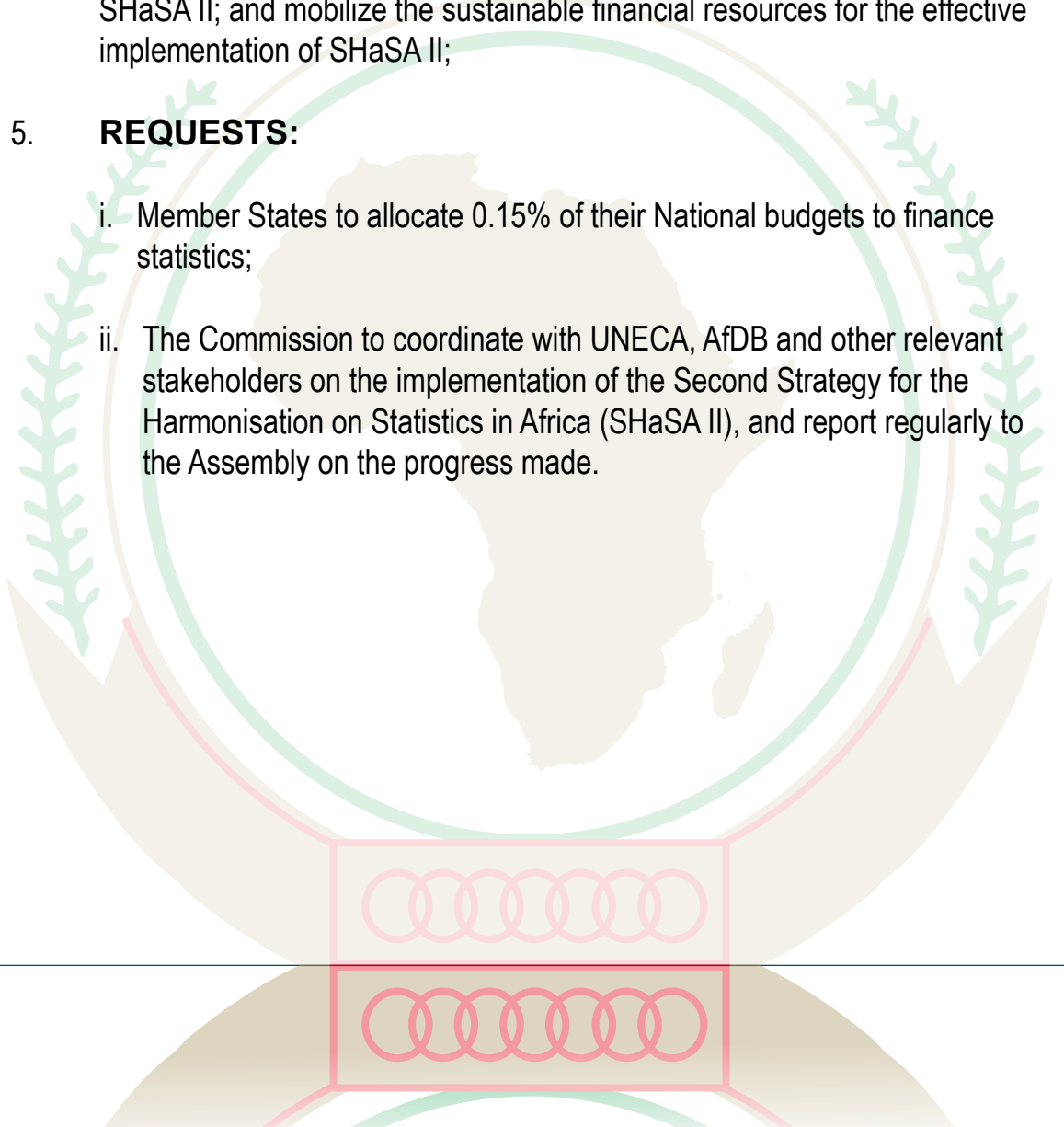
List of Boxes

| | |
|--|-----|
| Box 1. Examples of national development plans | 8 |
| Box 2. Examples of regional strategic visions and plans | 9 |
| Box 3. Seven aspirations of Agenda 2063 | .10 |
| Box 4. The 17 Sustainable Development Goals | .15 |
| Box 5. Five dimensions of the Regional Integration Index | 55 |

DECISION ON THE IMPLEMENTATION OF THE STRATEGY FOR THE HARMONISATION OF STATISTICS IN AFRICA (SHaSA)

The Executive Council,

1. **COMMENDS** the progress made since the inception of the SHaSA in rallying along countries to give priority to statistical development, especially in the 2010 Round of Population and Housing Censuses, Civil Registration and Vital Statistics and Economics Statistics, among others;
2. **WELCOMES** the efforts by the Commission and the African Development Bank (AfDB), in collaboration with the African Capacity Building Foundation, the United Nations Economic Commission for Africa (UNECA), the Regional Economic Communities (RECs) and Member States to develop a draft of Second strategy for the harmonization of statistics in Africa (SHaSA II);

3. **ADOPTS** the Second Strategy for the Harmonization of Statistics in Africa (SHaSA II) as the Continental Strategy for the Development of Statistics in Africa for the next 10 years; and its action plan, financing plan and resources mobilisation strategy;
 4. **REQUESTS** AfDB with the support of Commission, UNECA and ACBF to lead the preparation of resource mobilisation strategy in support of SHaSA II; and mobilize the sustainable financial resources for the effective implementation of SHaSA II;
 5. **REQUESTS:**
 - i. Member States to allocate 0.15% of their National budgets to finance statistics;
 - ii. The Commission to coordinate with UNECA, AfDB and other relevant stakeholders on the implementation of the Second Strategy for the Harmonisation on Statistics in Africa (SHaSA II), and report regularly to the Assembly on the progress made.
- 

Foreword

The celebration of the Fiftieth Anniversary of the Organization of African Unity/African Union in May 2013 offered a new opportunity to African leaders to recommit to the socioeconomic, cultural, and political integration of the continent. The solemn declaration called for a people-centered program to define the Africa of tomorrow. To this end, “Agenda 2063: The Africa We Want” sets out the aspirations of this vision, demarcating the path that will lead to the emergence of a new Africa – one that is prosperous, integrated and peaceful – by 2063.

The African Union is certainly not alone in its heartfelt strive for a brighter future for the African continent and the elimination of poverty in all its forms; a future that will ensure inclusive and sustainable development with a marked improvement in the lives of all the people of the continent. These aspirations of Agenda 2063 are also espoused in the African Development Bank’s (AfDB’s) High Five transformational agenda for Africa for 2015-2025 and in the UN’s “Agenda 2030 for Sustainable Development.” These three agendas converge on many issues and much effort is currently being made to integrate the priorities articulated therein into national and regional development plans, in order to guarantee coherent and coordinated implementation in the countries and regions across Africa.

However, in order to implement these development programs at all levels and ensure their success, there is a need for reliable and

harmonized statistics in all the domains of African regional integration. This calls for the adoption of harmonized and standardized definitions and concepts; the adaptation of international norms to African realities and specificities, and the use of common methodologies for the production, management, and dissemination of statistics by all African countries.

This then is the rationale behind the updated “Strategy for the Harmonization of Statistics in Africa (SHaSA 2)” that will support the implementation of the various continental, regional and national development programs. Moreover, SHaSA 2 aims to improve statistical coordination and collaboration among national statistical institutes, regional and continental organizations, and development partners.

As this report makes clear, however, there are a number of constraints impeding progress in this endeavor. One such impediment is the insufficiency of resources – both human and financial. Indeed, there is need to strengthen the capacity of the producers of statistics at the national, regional, and continental levels. This is something that organizations such as the AfDB have, for more than a decade now, highlighted and sought to address through their statistical capacity-building programs.

Another problem is that many initiatives that are being undertaken to harmonize statistics are sector-focused and therefore fall short of meeting

the data requirements of the various development agendas that are necessary for advancing the African integration process. The development of the SHaSA 2 therefore provides an opportunity for an integrated strategy that brings together all members of the African Statistical System. SHaSA 2 is the fruit of the collective efforts of the four pan-African organizations (AUC, AfDB, ECA and ACBF), Member States and other actors.

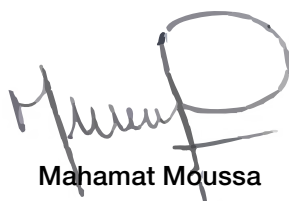
The main objective of SHaSA 2 is to enable the African Statistical System to generate timely, reliable, and harmonized statistical information covering all the aspects of inclusive and sustainable development based on the four components, namely the: (i) environmental dimension, (ii) social dimension, (iii) economic dimension, and (iv) cultural and political dimension.

The document provides general information on the scope of the integration process and on sustainable and inclusive development in Africa. Furthermore, it summarizes the various initiatives that have been undertaken at national, regional, continental, and international levels,

to promote the production of harmonized and quality statistical information both internationally and, most importantly, in Africa.

SHaSA 2 will serve as a practical tool for producers and users of statistical data, including statisticians, decision-makers (i.e. those in governments, ministries, central banks, etc.) and institutions in charge of planning, forecasting and programming. It covers the period 2017 to 2026.

We express our gratitude to all the actors of the African Statistical System, especially those within our member countries, and to all our partners at the national, regional, and international levels for the valuable contributions they have made to this initiative. We also call on all African countries to acknowledge the crucial role that quality statistics make to the socioeconomic development and growth of African nations and to commit the necessary resources to strengthen statistics across Africa. Together we can build a strong foundation on which to construct a brighter, more prosperous future for our continent and our peoples.



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The formulation of the Strategy for the Harmonization of Statistics in Africa (SHaSA 2) was jointly realized by the African Union Commission (AUC), the African Development Bank (AfDB), the United Nations Economic Commission for Africa (ECA), and the African Capacity Building Foundation (ACBF).

The technical team was led by Mr. Imani Younoussa (AUC, Head of Statistics Division), Mr. Lawson Fessou Emessan (AfDB, Officer in Charge of Statistical Capacity Building Division), Mr. Joseph Tinfissi Ilboudo (ECA, Chief Statistical Development Section), Dr. Robert Nantchouang (ACBF, Senior Knowledge Management Expert) and Mr. Claude Sinzogan (ACBF, Senior Programme Officer). The other members of the team were Mrs Leila Ben Ali (AUC, Head of Statistics Division), Mr. Jose Awong Alene (AUC, Statistician), Mr. Samson Bel-Aube Nougbodohoue (AUC, Statistician), Mr. Nzingoula Gildas Crepin (AUC, Statistician), Mr. Oumar Sarr (ECA, Statistician), Mrs Selamawit Mussie (AUC, Statistician), Mrs. Watwii Ndavi (AUC, Statistician); Mr. Ngogang Wandji Léandre (ECA, Statistician), and Mr. Seidou Sanda Issoufou (ECA, Statistician). Mrs. Josephine Ngure, Resident Representative of the AfDB in Ethiopia and Mrs. Tonia Kandiero, Resident Representative of the AfDB in Tanzania made very useful proposals for updating the strategy.

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The development process of SHaSA 2 was participatory and inclusive of several segments of the African Statistical System. The first draft of SHaSA 2 was examined during the first meeting of experts on the Strategy for the Development of Statistics in Addis Ababa, Ethiopia from 21 to 23 November 2016. The following experts participated in this meeting: Dossou Djigbo Femi Christian (Benin), Batsanga Gabriel (Congo), Boti

Bolou Bi David (Côte d'Ivoire), Ibrahim Selim Tarek Ahmed Rashad (Egypt), Nguema Jean Nestor (Gabon), Gyamfi Sylvester (Ghana), Ndong Okiri Constantina Bindang (Equatorial Guinea), Buluma Robert C. B (Kenya), Sow Aly (Mauritania), Moraby Bibi Rooksana (Mauritius), Anyakorah Augustine Chuks (Nigeria), Ndiaye Mam Siga (Senegal), Koroma Musa (Sierra Leone), Booyesen Desmond Reginald (South Africa), Rutaro Thomas (Uganda), Kakungu Frank (Zambia), Mupfugami Nelson (Zimbabwe), Mokgwathi Koontse (Botswana), Zambo Ipuseng (Botswana), Petras Rudolphe (PARIS 21) and Birhanu Teshome (Association of Statisticians of Ethiopia).

The revised draft of SHaSA 2 was later examined during the 10th Session of the Committee of Directors-General of National Institutes of Statistics (CoDG) held in Grand-Bassam, Côte d'Ivoire, from 30 November to 2 December 2016. The draft of the final version was examined and adopted by an extraordinary meeting of CoDG held in Dakar Senegal from 20 to 21 March 2017.

A special word of gratitude goes to all the Directors-General of Statistics for the central role they played in the elaboration process of SHaSA 2. To this end, we should acknowledge the special contribution made by Directors-

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In addition to the officials of NSOs, other actors of the African Statistical System made valuable contributions and comments at various stages of the SHaSA revision process, in particular (i) Regional Economic Communities (EAC, ECCAS, ECOWAS, COMESA, SADC, UMA), (ii) Central Banks (AACB, BEAC, Botswana, Ethiopia, Morocco, Tanzania, Tunisia), (iii) Statistical and Demographic Training Schools and Universities (ENSAE in Dakar, IFORD in Yaoundé, University of Yaoundé II-Soa, INSEA in Rabat, International University of Rabat, Cheick Anta Diop University in Dakar, ESTAC in Dar-es-Salaam, University of Dar-es-Salaam, University of Botswana, University of Addis Ababa), (iv) the Association of African Statisticians, (v) National Associations of Statisticians (Botswana, Cameroon, Ethiopia, Nigeria, Tanzania, Tunisia) and (vi) National Councils of Statistics (Botswana, Cameroon, Tanzania, Tunisia).

Concepts and Definitions

Common market: A common market is characterized by the free movement of goods, services, and capital between Member States.

Customs union: The customs union is the strengthening of the free-trade zone in which Member States adopt a common trade policy and common external tariffs.

Economic and monetary union: An economic and monetary union is the most advanced state of the economic integration process in which all countries have harmonized their economic, monetary, and fiscal policies.

Free-trade zone (FTZ): An agreement concluded between countries with a view to eliminating customs duties between them as well as quantitative restrictions on imports, while preserving their trade policy vis-à-vis third countries.

Monetary union: A set of countries that have adopted a common single currency. It ensures the integration of the common market.

Executive Summary

Background and justification

Since independence, African leaders and policymakers have made strenuous efforts to lift their countries out of poverty and improve the basic living conditions, health, education, and life expectancy of their populations. Despite gains made in a number of areas, progress has been uneven in terms of countries and sectors. Mindful of the need to accelerate progress across the entire continent, during the AU 50th Anniversary celebrations in May 2013, the Member States launched the “Agenda 2063” which heralded an African renaissance and a promising future for a prosperous, integrated and peaceful Africa as delineated in the summary box below.

Moreover, at the global level, a further ambitious initiative saw the international community come together in September 2015 to adopt the “Agenda 2030 for Sustainable Development.” The goals set out in this document aim to globally eradicate poverty in all its forms and dimensions and to ensure sustainable development: *“...to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. We resolve also to create conditions for sustainable, inclusive and*

OUR ASPIRATIONS FOR THE AFRICA WE WANT

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, shared values and ethics
6. An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
7. Africa as a strong, united, resilient and influential global player and partner

Extracted from Agenda 2063 Popular Version.

sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities.”

Extracted from *Agenda 2030 for Sustainable Development*

The need to closely monitor and evaluate the successful implementation of both these agendas places an onus of responsibility on all Member States. It requires them not only to produce in a timely manner quality disaggregated statistical data, accessible to all, but also to respect the harmonization of data and to ensure that no country is left behind.

Many development initiatives have been undertaken in recent years to scale up the production and also the quality of statistics in Africa. These include; the Regional Reference Strategic Framework (RRSF); the African Charter on Statistics, adopted by Heads of State and Government; the General Data Dissemination System (GDDS), National Strategies for the Development of Statistics (NSDS); the African Symposium on Statistical Development (ASSD); and the African Statistical Coordination Committee (ASCC), among others. This has led to breakthroughs in the production of reliable and timely statistics to enlighten political decisions and support the implementation of national, continental and international development agendas.

Despite the progress made to date, there remain a number of serious statistical challenges pertaining to HIV/AIDS; governance, peace and security; the environment and climate change; and most

recently, the economic, food and financial crises. A further obstacle to progress is that the statistical methodologies used across the continent are not always comparable and sometimes fail to take account of African realities on the ground.

The African Statistical System (ASS) is blighted by several different types of systemic failures that need to be addressed: insufficient resources allocated to statistical activities (both human and financial); a lack of institutional capacity; the low level of available statistics generally on the continent; insufficient statistical coverage across the different sectors; inadequate coordination of statistical activities; and a lack of consideration given to African specificities during the definition of international norms. The statistical programs of Regional Economic Communities (RECs) vary from one region to another and scarcely meet the need for harmonized statistics. Against this background, it is our sincere hope and expectation that governments and those at the helm of the African Statistical System will make increased efforts toward the integration of statistics in order to meet the needs of the continent as well as the international development agencies and accelerate the production of harmonized and quality statistical information.

This review and update of the “Strategy for the Harmonization of Statistics in Africa (SHaSA)” aims to address all of these challenges in a drive to support the African integration program alongside national, regional, continental, and international development agendas.

Vision

The vision of the African Statistical System is defined as follows:

“An efficient statistical system that generates reliable, harmonized and timely statistical information covering all dimensions of political, economic, social, environmental and cultural development and integration of Africa.”

The Vision is based on four strategic themes which are to: (i) Produce quality statistics for Africa; (ii) Coordinate the production of quality statistics for Africa; (iii) Develop the sustainable institutional capacity of the African Statistical System and (iv) Promote a policy culture and quality decision-making.

This SHaSA 2 covers the period 2017–2026.

Themes and strategic objectives

(i) *Strategic theme 1: Produce quality statistics for Africa*

Quality statistical information is crucial, not only to provide the evidential basis for the design and implementation of policies (at national, regional, continental, and international levels), but also to monitor and evaluate their impacts on economic growth and social well-being.

The first strategic theme is a clear approach to ensure the availability of such information in all domains of development and integration. It aims at the realization of three main objectives:

Strategic objective 1.1: Expand the statistical information base:

The objective is to broaden the existing information to cover all the domains of development and integration, as well as to adapt the production of statistics to align to the economic structures and activities of Member States. This will entail a number of varied approaches, namely: the regular conduct of surveys on population and households, agricultural censuses, economic surveys, the strengthening and exploitation of administrative sources, including civil status registration, the development of trade registers, geographic frames, big data, and local administrative sources. Achievement of this objective would allow for the production of a broad range of statistical data at a lower cost, to respond to the increasing demand for data.

Strategic objective 1.2: Transform existing statistics for comparability:

This strategic objective requires the adoption of methodologies of reprocessing and adjustment, and the production and validation of comparable data. It will contribute to the comparability of statistical data, thus enabling quality decision-making in support of development programs and integration.

Strategic objective 1.3: Harmonize the standards and methods of statistical production:

This objective seeks to adapt international norms and methods to African realities. The harmonization of these norms and methods will foster increased availability of harmonized statistical data, in support of the integration and development programs, and will contribute to the application of international norms and methods to the specificities of African countries.

(ii) Strategic theme 2: Coordinate the production of quality statistics for Africa

On various occasions, a lack of coordination of statistical activities has been highlighted as a major obstacle to the development of statistics in Africa generally. Uncoordinated interventions of different actors not only lead to the duplication of activities, but also to the ineffective use of the scarce resources.

The second strategic theme contains initiatives aimed at a better coordination of the African Statistical System. It comprises three strategic objectives.

Strategic objective 2.1: Establish effective coordination and collaboration mechanisms.

This implies (i) the implementation of a protocol defining the roles and responsibilities of each actor of the ASS, (ii) the strengthening of the African Statistical Coordination Committee (ASCC) and (iii) cooperation between the different actors. It is envisaged that these initiatives will lead to a more effective use of resources and to a regulated environment for statistical development.

Strategic objective 2.2: Define statistical priorities for the implementation of integration and development agendas.

The identification of priority statistics and the selection and definition of statistical indicators will lead to a harmonized work program for the ASS, in compliance with integration and development policies.

(iii) Strategic theme 3: Develop sustainable institutional capacities of the African Statistical System

Building the capacity of the African Statistical System lies at the heart of this strategy because in its absence, the members of the ASS will not be able to produce and disseminate quality and harmonized statistics that are necessary for the development and integration process.

The implementation of strategic theme 3 requires the realization of its three strategic objectives, namely to: (i) reform and strengthen national statistical systems; (ii) reform and strengthen regional and continental statistical systems; (iii) develop sustainable statistical capacity, and (iv) create an effective technological environment.

Strategic objective 3.1: Reform and enhance National Statistical Systems.

There are a number of activities that can take place at the national level and contribute to the strengthening and reforming of National Statistical Systems. These include: the adoption of statistics laws and regulatory frameworks conforming to the African Charter on Statistics; the development of a professional Code of Ethics for African statisticians; the integration of statistics into national development processes; the development and implementation of National Strategies for the Development of Statistics (NSDSs); the organization of peer evaluation; and the implementation of sufficient and sustainable statistical activities. The aim of all these initiatives is to ensure better planning, development, and coordination of statistical activities. The ultimate objective is to have an effective NSS, an autonomous and professionally independent NSO, adequate and sustainable

financing of statistical activities, and better regulatory frameworks for statistical activities which will bolster the emergence of enhanced statistical governance and advocacy for statistics.

Strategic objective 3.2: Reform and enhance regional and continental statistical systems.

This objective aims at creating independent professional structures related to governance of the ASS. This includes: the creation of units in charge of statistics in the Secretariats of RECs that do not yet have them (CEN-SAD, IGAD); the strengthening of the statistical functions of RECs; and the operationalization of the AU Institute for Statistics. The key expected outcomes are: harmonized programs and a better coordination of statistical development across the continent.

Strategic objective 3.3: Develop sustainable statistical capacities.

This objective will be realized through a number of routes, namely: the development of a harmonized training program; the establishment and strengthening of in-service training centers within NSOs; the strengthening of statistics and demographic training schools and centers; the operationalization of the Pan-African Training Center for Statistics in Yamoussoukro, Côte d'Ivoire; participation in international training programs and the involvement of Young African Statisticians in statistical activities at all levels. The expected outcomes are notably: the training of competent statisticians; the creation of additional statistical training centers as World Class Centers of Excellence; and an increase in the pool of experienced and senior operational statisticians.

Strategic objective 3.4: Establish an effective technological environment. One tool to achieve this objective is to put in place an effective

Management Information System (MIS) to ensure (i) the monitoring of the integration program; (ii) the creation of a statistical database; and (iii) the standardization of dissemination tools and platforms. The expected outcomes from the implementation of these initiatives include: the effective monitoring of integration and development efforts; better formulation of policies and decision-making based on facts; the dissemination of coherent data; and accessible statistical information.

(iv) Strategic theme 4: Promote a culture of quality policy and decision-making

The non-existence of a “statistics culture” has proved to be another major constraint to the development of statistics in Africa. Decision-makers and the general public are not sufficiently informed regarding the crucial role that statistics can play in enhancing socio-economic development.

Strategic theme 4 aims at remedying this situation by: (i) promoting evidence-based policies and decisions through the use of statistics; and (ii) improving the communication of statistical information, as detailed below.

Strategic objective 4.1: Drive evidence-based decisions through the increased use of statistics.

This objective will be realized by approaching decision-makers and policy-makers to advocate for the use of statistics in their speeches. The expected outcomes are an improvement in the quality of policies and decisions and their impacts at the economic and social levels.

Strategic objective 4.2: Improve the communication of statistical information.

This implies the development of a strategy for the dissemination of data and a communication plan, which will culminate in the increased use of statistics and an improvement in the quality of policies and decisions, as well as their impacts at economic and social levels.

Expected outcomes and developmental effects of SHaSA 2

It is expected that the implementation of SHaSA 2 will lead to the production of comparable statistics and hence to better implementation and outcomes of programs and policies at: national, regional, continental, and international levels. Moreover, the harmonization of statistical methods and practices across the continent will bolster the regional integration program of Africa.

The main initiatives and outcomes that emanate from the strategic objectives include: (i) the adoption of common international norms adapted to African realities; (ii) a better coordination of development efforts and the sustainable production of a wide range of harmonized statistics in order to inform political decisions and measure progress made in the implementation of development agendas. Ultimately, SHaSA 2 should assist a number of pan-African objectives underpinning the integration agenda. These include: the free movement of persons, goods and services; harmonized economic policies; an increase and boost intra-African trade; sustainable development and a better positioning of Africa in the global economic system and in international decision-making bodies.

Governance, implementation, monitoring and evaluation of SHaSA 2

A framework of governance structures has been developed for the implementation, monitoring & evaluation of SHaSA, as well as to regularly report on its progress. This mechanism defines the roles of governance organizations, taking into account their existing capacities and their particular areas of expertise and strengths, in accordance with the principle of subsidiarity. At the same time, the mechanism will lay emphasis on the complementarity of actors by taking into account their comparative advantages.

Regular monitoring makes it possible to identify the current potentials as quickly as possible, in order to make adjustments or take any necessary corrective measures. The reporting mechanism specifies the different reports that need to be prepared as well as their frequency. It also indicates the entities that are responsible for preparing the reports, as well as the audiences for which they are intended. It enables the sharing of information on implementation among the different stakeholders of the ASS and partners.

Political will and leadership

In order to ensure the effective implementation of SHaSA 2, we must (i) continuously strengthen at all levels (national, regional, and continental) the political will and commitment in favor of statistics, (ii) develop and foster leadership, and (iii) ensure a culture change in the behavior of statisticians themselves. We must therefore ensure that at the highest political levels of African nations, and of regional and continental institutions, targeted political decisions and actions are taken to ensure

the sustainable financing, production, and use of statistics.

At the national level, it is firstly incumbent on Directors-General of National Statistical Offices (NSOs) to play the role of coordinators and ensure the harmonization of statistics across the entire NSS. This activity is one of the major priorities – if not the most important priority of SHaSA 2.

At the continental level, mindful of the fact that SHaSA constitutes the roadmap for STATAFRIC and the Pan-African Center for Statistics Training, pan-African institutions should continue to work in a complementary manner and in perfect synergy in favor of the ASS. In this regard, the AUC,

which has been mandated to assume political leadership of the ASS and which has elevated the role of statistics to the highest level of Heads of State and Government of the continent, will continue to play this role for the implementation of SHaSA 2.

The implementation of SHaSA 2 requires a profound change of behavior from the ASS, not least from its main actors, in particular from statisticians themselves.

CHAPTER 1:

Introduction

1.1. Background and justification

1.1.1 *Integration program of Africa*

Africa is facing numerous challenges in the field of development, including poverty reduction and social inclusion, the strengthening of institutions, the development of capacity, and tackling the continent's marginalization in the globalization process. During the 1960s, African countries initiated the continental integration process, the ultimate goal being to provide the necessary ingredients for economic and social development as well as political stability. Since then, numerous initiatives and political decisions have been adopted and implemented with a view to accelerating the integration of Africa, with the African Union (AU) entrusted as the main implementing body. The AU's vision is to raise Africa out of poverty and over-dependency in order to realize its full potential, ultimately as a demographically young, prosperous and peaceful continent – one that is fully committed alongside its international scene.

The African Regional Integration Program, as described in the treaties and protocols signed by the African Heads of State and Government, comprises three main domains: political integration, economic integration, and social

and cultural integration. The Abuja Treaty of 1991 provided for the establishment of the African Economic Community endowed with a single currency. The realization of these decisions called for the creation of regional economic blocs (Regional Economic Communities – RECs) and the establishment of free-trade zones within each REC. The vision was to institute a customs union at the continental level by 2019 and a common market by 2023, leading to a real Pan-African economic and monetary union.

The Abuja Treaty also recognizes the need for African countries to work together for economic and social development to lift their populations out of poverty. Furthermore, despite mixed results in the implementation of the United Nations Millennium Development Goals (MDGs), the willingness of African countries to work toward this broader agenda has not diminished. Africa was an active participant in the proceedings to elaborate the Sustainable Development Goals (SDGs) as well as during their adoption, and is now committed to the implementation of the goals.

Table 1 below presents a summary of the different stages of the Abuja Treaty and the progress made by the different RECs in its implementation.

Table 1. Stages of integration of each REC in relation to the Abuja Treaty

| Stage of Integration | At the level of each REC | | | | | | | Abuja Treaty |
|--|--------------------------|-------------------|--------------|------------------|------------------|-----|--------------|--------------|
| | ECOWAS | COMESA | ECCAS | IGAD | CEN-SAD | EAC | SADC | |
| First stage (5 years): Strengthening of RECs | □ | □ | □ | □ | □ | □ | □ | 1999 |
| Second stage (8 years): Coordination and harmonization of activities and progressive elimination of tariff and non-tariff barriers | □ | □ | □ | □ | □ | □ | □ | 2007 |
| Third stage (10 years): Free-trade zone and customs union | □ (2009)* | □ (June 2009)* | □ (2010)* | To be determined | To be determined | □ | □ (2010)* | 2017 |
| At the continental level | | | | | | | | |
| Fourth stage (2 years): Continental customs union | | | | | | | | 2019 |
| Fifth stage (4 years): Continental common market | | | | | | | | 2023 |
| Sixth stage (5 years): Economic and monetary union | | | | | | | | 2028 |

Source: African Union Commission, Questionnaire on the minimum integration program.

(*) The figures in brackets represent RECs' forecasts for the realization of the different stages of integration.

1.1.2 Development program of Africa

In recent years, Africa has committed itself to several major agendas to ensure political and socioeconomic transformation and the integration of the continent. The three principal ones being “Agenda 2063” of the African Union (AU), the “Ten-Year Strategy 2013–2022” of the African Development Bank (AfDB) and “Agenda 2030” of the United Nations with its accompanying Sustainable Development Goals. The elaboration of these three development agendas followed a participatory consultative process at all levels, taking into account the aspirations of different components of African society. These agendas converge at several points, particularly in their objectives to foster inclusive and sustainable development, reduce poverty, and improve the lives of African populations across the continent.

Numerous efforts are being made to integrate the priorities of these agendas within national and regional development plans in order to guarantee their coherent and coordinated implementation.

1.2. Role of statistics

The integration program, indeed all the recent development initiatives in Africa, call for quality statistics that are reliable, objective, coherent, harmonized, and comparable in time and space. For this to happen, the ASS needs to ensure that data are produced in an effective manner and at regular intervals.

Good quality data should also be easily accessible to a wide range of public and private users. Moreover, they should have a wide coverage in order to meet the needs of political decision-

makers at all levels: national, regional, continental, and international. To foster accountability and transparency (in terms of good governance), data also need to be accessible to civil society organizations, research institutions, the media, and not least the general public.

In the past, there was the tendency, particularly by development agencies, to concentrate on statistics mainly for its downstream role in monitoring and evaluation (M&E). In this guise, statistics were used to establish benchmarks or references, to identify targets and performance indicators for the evaluation of progress during the implementation of projects/programs, and to evaluate the outcomes and impacts at the end of the program.

In recent years, though, a sea-change has been taking place, in which statistics are recognized as playing a very important upstream role also, notably for:

- » Recognition and definition of problems (e.g. when the statistics reveal a problem that may have been hidden from the public and/or from political decision-makers);
- » Information for the design and choice of policies (identifying the options and choices for actions); and
- » Identifying future trends (for example, inflation or growth of production, etc.).

In short, statistics today are internationally recognized as being a public good and an integral part of a conducive and enabling environment for the achievement of development outcomes.

1.3. Challenges confronting the African Statistical System

The various evaluations conducted over the past years have pinpointed weaknesses in the African Statistical System (ASS); this has resulted in the formulation of mechanisms and initiatives to help overcome them. These included evaluations relating to: the 1990 Addis Ababa Plan of Action (AAPA) for the Development of Statistics in Africa; the Regional Reference Statistics Framework for the development of statistics in Africa (RRSF) in 2006; the template for the National Strategy for the Development of Statistics (NSDS); and the coordination mechanism for the implementation of the African Charter on Statistics (ACS).

What has emerged from all these evaluations is that despite some progress in Africa during the past 40 years, the ASS¹ is still experiencing institutional and organizational shortcomings such as those mentioned below, which represent major challenges to be overcome.

1.3.1 Institutional weaknesses

- » Low level of appreciation of the value and importance of statistics by the society at large;
- » Insufficient political support for statistics;
- » Inadequate financing for statistics;

¹ ASS as defined in the African Charter on Statistics is a partnership composed of national statistical systems (suppliers, producers and users, statistics researchers and training institutes, as well as well as coordination organizations, etc.), statistics units of RECs, regional organizations of statistics, regional training centers on statistics, statistics units of continental organizations, and coordination bodies at the continental level.

- » Insufficient institutional capacity (values and norms, bureaucracy, performance and responsibility management, etc.);
- » Inadequate coordination, collaboration, networking and information sharing; and
- » Insufficient use of data for policies and decision-making.

1.3.2 Organizational weaknesses

- » Inability to conduct an adequate evaluation to meet the data needs of users;
- » Insufficient resources (human and financial);
- » Weak knowledge management;
- » Poor quality data;
- » Unsatisfactory management of data;
- » Weakness in the field of data analysis and the production of reports; and
- » Weak dissemination of information and limited access to information.

In addition to these shortcomings, there are difficulties in providing data within the ASS on current and emerging issues, such as governance, the environment, climate change, gender, food and financial crises, etc. The statistics are produced according to methodologies that do not always reflect African realities on the ground: furthermore, they are not always comparable or harmonized from one country to the other. During the last decade, the pan-African organizations

namely, the African Union Commission (AUC), the African Development Bank (AfDB), and the United Nations Economic Commission for Africa (ECA) have intensified their efforts toward the coordination and harmonization of statistics. These organizations have also scaled up efforts toward increased production of quality, reliable, and sustainable statistics in response to the UN's call for a Data Revolution. A summary of the strengths, weaknesses, opportunities and threats to the ASS features in Chapter 3, section 3.5 of this report, is devoted to the evaluation of the environment/present situational analysis (Tables 7 and 8).

SHaSA 2 also takes account of the new technological, sociological, cultural, economic, and environmental developments reflected in continental and global agendas such as the AU's Agenda 2063, the UN's Agenda 2030, and the AfDB's Ten-Year Strategy 2013–2022 and “High 5s” initiative.

1.4. Methodology for the review and updating of SHaSA

The methodology used for the review and updating of SHaSA adopts a participatory approach involving all ASS actors and users of statistics. Various techniques have been employed to gather information from stakeholders. In addition to the pan-African and international agendas mentioned above, a review has been undertaken of a few crucial national and regional development programs which rely on statistics for their implementation.

A discussion guide has also been prepared and used to gauge the opinions of the different stakeholders, including:

- » Eight National Statistics Systems (Botswana, Cameroon, Ethiopia, Morocco, Nigeria, Tunisia, Senegal, and Tanzania);
- » Three Regional Economic Communities: Arab Maghreb Union (AMU), Economic Community of West African States (ECOWAS), and the Southern African Development Community (SADC);
- » Different users of data – notably political decision-makers, local governments, civil society organizations, the private sector, etc.
- » Associations of statisticians of the following countries: Ethiopia, Tunisia, Morocco, Cameroon, Tanzania, and Botswana;
- » National Statistics Councils of Botswana, Cameroon, Tanzania, and Tunisia;
- » Central Banks of Botswana, Ethiopia, Morocco, Nigeria, Tanzania, Tunisia and the Bank of Central African States (BEAC);
- » The Permanent Secretariat of the Association of African Central Banks (AACB);
- » Statistics and demographic training schools, in particular; INSEA of Rabat, IFORD of Yaoundé, ENSAE of Dakar, and EASTC of Dar-es-Salaam; and
- » The following universities (Departments of Statistics): University of Addis Ababa, Cheikh Anta Diop University of Dakar, University of Yaoundé II-Soa, International University of Rabat, University of Dar-es-Salaam, University of Botswana.

During field trips, discussions with each entity centered on the state and challenges related to the development of statistics in their respective countries, the harmonization activities undertaken, the coordination of statistical activities, as well as the roles that could be played by the AU Institute for Statistics and the Pan-African Centre for Statistics Training in the implementation of the revised SHaSA.

In order to make the process more inclusive, consultation was broadened to cover all African countries. A questionnaire was sent to all countries to solicit their points of view on the state of the implementation of SHaSA and of the African Charter on Statistics, their knowledge of the new international development agendas and the statistics domains covered by National Statistical Systems as well as the key functions that should be played by the African Union Institute for Statistics (STATAFRIC) and the Pan-African Centre for Statistics Training in the implementation of the revised SHaSA.

Furthermore, the pan-African institutions filled in a matrix describing the state of the progress made by the different specialized technical groups (STGs) of SHaSA, the challenges encountered, lessons learnt, risks and suggestions on the ways in which the STGs ought to function or be reorganized for coherent and effective implementation of the revised SHaSA.

In order to take into account national, regional, and continental statistical priorities in the field of development, an exhaustive review of all relevant development frameworks, including some regional strategies (ECOWAS, ECCAS, SADC) and the National Strategies for the Development

of Statistics (NSDS) were carried out. In addition, a systematic and complete evaluation of the African Statistical System, reports on the international Conference on Population and Development (ICPD), the technology and financing strategy project of SHaSA, as well as the various initiatives targeting the harmonization of statistics were also conducted at the regional, continental, and international levels.

All the information gathered and the analyses conducted made it possible to define the parameters of the updated SHaSA and will further be used for the development of an implementation program. This will also define the monitoring and evaluation mechanisms and the roles and responsibilities of each key actor in respect to the principle of subsidiarity, by capitalizing on gains and complementarity according to their comparative advantages.

A technical meeting of experts on the coordination of SHaSA was organized from 21 to 23 November 2016 in Addis Ababa. The initial draft of SHaSA 2, as prepared by the experts, was submitted to the 10th Session of the Committee of Directors-General (CoDG) of National Institutes for Statistics, which was held in Grand-Bassam, Côte d'Ivoire, from 30 November to 2 December 2016. At the end of this meeting, a new updated version was developed. It was once again examined by the CoDG during its extraordinary session organized from 20 to 21 March 2017 in Dakar, Senegal before its approval by the Specialized Technical Committee of the African Union on Finances, Monetary Affairs, Economic Planning and Integration from 26 to 27 October 2017 in Addis Ababa, Ethiopia and its adoption by the

Assembly of Heads of State and Government of the African Union in Addis Ababa, from 28 to 29 January 2018.

1.5. Content of the report

SHaSA 2's overarching objective is to enable the African Statistical System to generate quality and harmonized statistics that are available in a timely manner and accessible to users in order to assist in the designing, planning, implementation, monitoring and evaluation of integration policies for inclusive development. More specifically, the initiative aims to:

- » Identify the most effective way to promote inclusive development and African integration, based on the commitments made at the highest level by African leaders;
- » Identify those policies and implementation programs at the national, regional and continental levels that need statistical support;
- » Evaluate the ASS and the different initiatives on statistical harmonization at both the regional and continental levels; and
- » Develop a continental strategy for the production and dissemination of quality and harmonized statistics in order to inform the different agendas and development plans at all levels.

CHAPTER 2:

National, Regional, Continental, and International Development Agendas

2.1. National development plans

Several African countries have adopted their own long-term strategies and/or visions. The drivers of these strategies are to promote sustainable and inclusive growth, eradicate poverty, improve livelihoods and living conditions, and reduce inequalities in various levels.

It should be underscored that such national strategies do not jeopardize the implementation

of strategies and programs at the regional, continental, and international levels; rather they should complement them. For example, national programs and strategies can be formulated to sit well within the framework of RECs' programs, the AUC's Agenda 2063, the AfDB's Ten-Year Strategy 2013–22, and the UN's Agenda 2030. However, in order to reap the maximum benefit from initiatives, all the programs need to be implemented simultaneously.

Box 1. Examples of national development plans

- » National Development Plan 2030 of South Africa
- » National Development Plan 2020 of Côte d'Ivoire
- » Growth and Development Plan of Ethiopia
- » Vision 2020 of Kenya
- » Forty-year Development Plan of Ghana
- » 2015- 2019 Development Plan of Algeria, and
- » 2016 -2020 Development Plan of Tunisia.

Box 2. Examples of regional strategic visions and plans

- » Vision 2020 of ECOWAS
- » Vision 2050 of EAC aligned to Agenda 2063
- » 2016-2020 Medium term Strategic Plan of COMESA
- » 2016-2020 IGAD Regional Plan

In order to ensure coherence and convergence between programs, countries should take into account the priorities of the different international agendas when drawing up their national development plans. Furthermore, countries must pledge to participate in the periodic monitoring and evaluation process to assess the progress made in the implementation of these different agendas, which do not depend on the National Statistical Systems.

2.2. Regional development and integration plans

The main roles of Regional Economic Communities (RECs) are to drive the regional integration agenda, with a view to accelerating sustainable and inclusive development as well as the structural transformation of economies. Many of the RECs have developed long-term strategic plans that clearly identify the activities to be carried out during the coming years.

These different strategic plans follow the principle of sustainable and inclusive development as an end-goal. In addition to development policies, RECs are progressing each at its own pace toward the advancement of a pan-African customs union and common market that will lead to the establishment of a true African economic and monetary union.

2.3. Agenda 2063: “The Africa We Want”

The celebration of the 50th Anniversary of the Organization of African Unity/African Union in May 2013 was marked by a recommitment on the part of African leaders to achieve an African Renaissance by 2063 – the start of a new era. The collective pan-African vision was for an “integrated, prosperous and peaceful Africa led by its own citizens and representing a dynamic force on the international political arena”. The African Union Summit therefore made a solemn declaration focusing on eight areas including socioeconomic development, integration, democratic governance, peace and security, among others as pillars of the vision.

Less than two years later, in January 2015, African leaders met again to adopt the AU Agenda 2063, “The Africa We Want.” This ambitious program aims at long-term socioeconomic transformation and integration of Africa over the next 50 years. It is predicated on seven aspirations (see Box 3).

An implementation plan comprising five 10-year plans was adopted by the Summit in June 2015 to guide the preparation of the medium-term development program of the Member States of the African Union, programs of Regional Economic Communities, and the organs of the

Box 3. Seven aspirations of Agenda 2063

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.

Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

Aspiration 4: A peaceful and secure Africa.

Aspiration 5: An Africa with a strong cultural identity, common heritage, values and shared ethics.

Aspiration 6: An Africa whose development is people-driven, relying on the potential of the African People, especially its women and youth and caring for children.

Aspiration 7: Africa as a strong, united, resilient and influential global player and partner.

African Union. The first ten-year implementation plan runs from 2014 to 2023 (see Table 2).

The elaboration of Agenda 2063 followed a participatory consultative process at all levels, taking into consideration the aspirations of all the components of African society. The analysis of the national development plans of the Member States, the strategic plans of RECs, and the continental frameworks – namely, the Comprehensive African Agricultural Development Plan (CAADP), the Program for Infrastructure Development in Africa (PIDA), the African Mining Vision, the African Strategy for Science, Technology and Innovation to stimulate intra-African trade, and the Accelerated Industrial Development of Africa (AIDA) – together forged the definition of the domains of intervention and development priorities of the first 10-year implementation plan. This ensured the convergence of short-term priorities of Member States and those of RECs.

Table 2: Priority objectives and domains for the first ten years of Agenda 2063

| Aspirations | Goals | Priority domains |
|--|---|--|
| 1. A prosperous Africa based on inclusive growth and sustainable development | 1. A high standard of living, a better quality life and wellbeing for all | <ul style="list-style-type: none"> • Decent incomes, jobs and work • Tackling poverty, inequality and hunger • Social security and protection including people with disabilities • Modern and liveable lodging and quality-based services |
| | 2. Well-educated citizens and skills revolution supported by science, technology and innovation | <ul style="list-style-type: none"> • Education and revolution of skills based on innovation, science and technology |
| | 3. Healthy and well-fed citizens | <ul style="list-style-type: none"> • Health and nutrition |
| | 4. Transformed economies and employment | <ul style="list-style-type: none"> • Sustainable and inclusive economic growth • Manufacturing/ industrialization and value-added driven by Innovation, Science & Technology • Economic diversification and resilience • Hotel industry /tourism |
| | 5. Modern agriculture in order to increase productivity and production | <ul style="list-style-type: none"> • Agricultural productivity and production |
| | 6. Blue/ocean economy for an increased economic growth | <ul style="list-style-type: none"> • Marine resources and energy • Port operations and sea transport |
| | 7. Economies and communities resilient to climate change and ecologically sustainable | <ul style="list-style-type: none"> • Biodiversity, conservation and sustainable management of natural resources • Water security • Climate resilience, preparation and prevention of natural disasters • Renewable energy |

| Aspirations | Goals | Priority domains |
|--|--|---|
| 2. An integrated continent, politically united and based on the ideals of pan-Africanism and the vision of Africa's Renaissance | 8. United Africa (Federal or Confederate) | <ul style="list-style-type: none"> • Framework and institutions for a united Africa |
| | 9. Continental financial and monetary institutions are established and functional | <ul style="list-style-type: none"> • Financial and monetary institutions |
| | 10. Africa is crisscrossed by excellent infrastructure | <ul style="list-style-type: none"> • Connectivity of communications and of infrastructure |
| 3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law | 11. Democratic values, practices, universal principles of human rights, justice and rule of law are entrenched | <ul style="list-style-type: none"> • Democratic values and practices become the standard • Human rights, justice, and the rule of law |
| | 12. Strong institutions and transformative leadership in place | <ul style="list-style-type: none"> • Institutions and leadership • Participatory development and local governance |
| 4. A peaceful and secure Africa | 13. Peace, security and stability preserved | <ul style="list-style-type: none"> • Maintenance and preservation of peace and security |
| | 14. A stable and peaceful Africa | <ul style="list-style-type: none"> • Institutional structure for AU instruments on peace and security |
| | 15. An African peace and security architecture (APSA) fully functional and operational | <ul style="list-style-type: none"> • APSA pillars |
| 5. Africa with a strong cultural identity, a common heritage, shared values and ethics | 16. African cultural Renaissance is preeminent | <ul style="list-style-type: none"> • Pan-African values and ideals • Cultural values and African Renaissance • Cultural heritage, creative arts and industries |
| 6. An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children | 17. Full gender equality in all spheres of life | <ul style="list-style-type: none"> • Women and girls' empowerment • Violence and discrimination against women and girls |
| | 18. Committed and empowered youth and children | <ul style="list-style-type: none"> • Youth empowerment and children rights |

| Aspirations | Goals | Priority domains |
|---|--|---|
| 7. An Africa as a Strong, United, Resilient and Influential Global Player and Partner | 19. Africa as a major partner in global affairs and peaceful coexistence | <ul style="list-style-type: none"> • The place of Africa in global affairs • Partnership |
| | 20. Africa takes full responsibility for financing its development | <ul style="list-style-type: none"> • African capital market • Public sector fiscal and revenue system • Development assistance |

Source: Agenda 2063, African Union.

2.4. At the center of Africa's Transformation: the AfDB's Ten-Year Strategy 2013–2022 and the Five High Priorities (High 5s)

The strategy of the African Development Bank (AfDB) for the period 2013–2022 gives voice to the aspirations of the entire African continent. It looks back to the path taken by Africa during the ten years to take stock of lessons learnt, while also looking forward to the route ahead and the opportunities to be grasped during the next ten years.

The strategy places the AfDB at the heart of Africa's transformation and economic resurgence. It aims, among other things, to broaden and deepen the transformation process, so that growth and opportunities may be shared equally among all African citizens and countries. When growth is inclusive and “green,” it creates productive jobs that the continent needs now and well into the future. High levels of youth unemployment across the continent is a pressing issue. Peace and stability rely on the productive employment particularly of the youth, to respond to their aspirations to build an independent life, and to establish careers and businesses that

will help to grow their economies. Disaffected youth can often lead to civil unrest which can undermine political stability.

The AfDB's Ten-Year Strategy articulates two main objectives aimed at improving the quality of the continent's growth: (i) *inclusive growth*, which translates not only into equality in treatment and opportunities, but also into a profound reduction in poverty and corresponding growth in jobs and (ii) *green growth and sustainable growth*, by helping Africa to undertake a progressive transition that will protect the means of subsistence; improve water, energy and food security; promote the sustainable use of natural resources; stimulate innovation; and create jobs and development.

In order to implement its strategy, the Bank has been focusing its efforts since 2013 on five priority sectors, the so-called “High 5s,” namely to: (i) Light Up and Power Africa; (ii) Integrate Africa; (iii) Feed Africa, (iv) Industrialize Africa; and (v) Improve the Quality of Life of Africans. These five priority sectors are designed to act as beacons guiding development and to spur African countries to redouble their efforts toward the sustainable transformation of the continent.

2.5. Transforming Our World: the UN's 2030 AGENDA FOR Sustainable Development

In September 2015, Heads of State and Government and senior officials from around the world met in New York to celebrate the 70th Anniversary of the United Nations Organization. This meeting marked the equally momentous launch of a new development initiative enshrined in the program's title: "Transforming Our World: the 2030 Agenda for Sustainable Development."

This ambitious program is an action plan for humanity, the planet, and prosperity. It is aimed at strengthening peace all over the world within the framework of greater freedom and at eliminating poverty in all its forms and in all its dimensions, including extreme poverty which constitutes the greatest challenge that our global community must face. In its implementation, Member States pledge (i) to take the necessary bold and urgent measures on transformation to engage the world on a sustainable path characterized by resilience and (ii) not to leave anybody behind in this collective quest for wellbeing.

The Seventeen (17) Sustainable Development Goals (SDGs) and 169 targets were adopted at the September 2015 meeting. These goals and targets are mainly a continuity of the Millennium Development Goals (MDGs) and are aimed at achieving not only inclusive development but also human rights for all, gender equality, and women and girls' empowerment. There are also new goals to be considered, including standalone goals on inequality, sustainable cities, etc. Integrated and non-dissociable, the objectives and the targets accommodate three dimensions of sustainable

development, namely: economic, social, and environmental. They will guide the actions to be taken during the next 15 years in the domains that are crucial to mankind and to the planet. They are in essence global and universally applicable in light of the realities, capacities, and national policies. The seventeen Sustainable Development Goals are set out in Box 4 below.

With a view to formulating an adequate response to the increased demand for detailed and timely data to monitor progress on the SDGs, the international community developed the Global Transformative Agenda for Official Statistics. As a next step, the African statistical community conducted in 2015 in Libreville, Gabon, an in-depth discussion of the Global Transformative Agenda in the context of the African Agenda 2063 and the 2030 Agenda for Sustainable Development.

The "Action Plan for the African Transformative Agenda for Official Statistics," as the outcome document of that meeting, takes into account regional specificities and constraints. In other words, it examines the key challenges for aligning national and regional statistical strategies with the objectives of the Global Transformative Agenda. The Strategic Plan of the African Action Plan specifies key actions built on the five thematic areas of the Global Agenda, namely:

- » *Thematic area 1:* Coordination at and between the global, continental, regional and national statistical systems;
- » *Thematic area 2:* Communication and advocacy;

Box 4: The 17 Sustainable Development Goals

Goal 1: End poverty in all its forms everywhere.

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote wellbeing for all at all ages.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10: Reduce inequality within and among countries.

Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.

Goal 12: Ensure sustainable consumption and production patterns.

Goal 13: Take urgent actions to combat climate change and its impacts.

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

- » *Thematic area 3:* Innovation and modernization through standard-based statistical business architecture;
- » *Thematic area 4:* Integrated statistical systems; and
- » *Thematic area 5:* Capacity building and training.

2.6. Convergence of the three sustainable development agendas

Table 3 shows the points of convergence between the three agendas (namely, Agenda 2063, AfDB's Ten Year Strategy 2013–2022, and the UN's 2030 Agenda for Sustainable Development). It should be noted that Agenda 2063 enunciates three objectives specific to the African continent: (i) a united Africa (Federal or Confederate); (ii) well-established and functional African financial and monetary institutions; and (iii) pre-eminence of an African Renaissance.

Table 3. Convergence between the three development agendas

| Agenda 2063 | | 2013–2022 Strategy of the AfDB and its High 5s | Sustainable Development Goals |
|--|--|---|-------------------------------|
| Aspiration | Goals | | |
| 1. A prosperous Africa based on inclusive growth and sustainable development | 1. A high standard of living, quality of life and wellbeing for all | Priority 5: Improve the quality of life of Africans | Goals No 1, 2, 8 and 11 |
| | 2. Well-educated citizens and revolution of skills supported by science, technology and innovation | Priority 5: Improve the quality of life of Africans | Goal No 4 |
| | 3. Healthy and well-fed citizens | Priority 5: Improve the quality of life of Africans | Goal No. 3 |
| | 4. Transformed economies and employment | Priority 4: Industrialize Africa | Goals No. 8 and 9 |
| | 5. Modern agriculture in order to increase productivity and production | Priority 2: To feed Africa | Goals No 2 and 12 |
| | 6. Blue/ocean economy for an increased economic growth | Priority 2: To feed Africa | Goal No. 14 |

| Agenda 2063 | | 2013–2022 Strategy of the AfDB and its High 5s | Sustainable Development Goals |
|--|---|--|-------------------------------|
| Aspiration | Goals | | |
| | 7. Economies and communities resilient to climate change and ecologically sustainable | Priority 2: To feed Africa | Goals No. 6, 7, 13 and 15 |
| 2. An integrated continent politically united and based on the ideals of pan-Africanism and a vision of Africa's Renaissance | 8. United Africa (Federal or confederate) | Priority 3: To integrate Africa | |
| | 9. Continental financial and monetary institutions are established and functional | Priority 3: To integrate Africa | |
| | 10. Africa is crisscrossed by excellent infrastructure | Priority 3: To integrate Africa | Goal No. 9 |
| 3. An Africa of good governance, democracy, respect for human rights, justice and rule of law | 11. Democratic values, universal practices and principles of human rights, justice and rule of law are entrenched | | Goal No. 16 |
| | 12. Strong institutions and transformative leadership in place | | Goal No. 16 |
| 4. A peaceful and secure Africa | 13. Peace, security and stability preserved | | Goal No. 16 |
| | 14. A stable and peaceful Africa | | Goal No, 16 |
| | 15. An African peace and security architecture (APSA) fully functional and operational | | Goal No. 16 |
| 5. An Africa with a strong cultural identity, a common heritage, shared values and ethics | 16. African cultural Renaissance is preminent | | |
| 6. An Africa Whose Development is people driven, relying on the potential of African People, especially its Women and Youth, and caring for Children | 17. Full gender equality in all spheres of life | Priority 5: To improve the quality of life of Africans | Goal No. 5 |
| | 18. Committed and empowered youth and children | Priority 5: To improve the quality of life of Africans | Goals No. 4 and 5 |

| Agenda 2063 | | 2013–2022 Strategy of the AfDB and its High 5s | Sustainable Development Goals |
|--|--|--|-------------------------------|
| Aspiration | Goals | | |
| 7. Africa as a Strong, United, Resilient and Influential Global Player and Partner | 19. Africa as a major partner in global affairs and peaceful coexistence | | Goal No. 17 |
| | 20. Africa takes full responsibility for financing its development | Priority 2: To integrate Africa | Goals No. 10 and 17 |

Numerous efforts have been made to meet the enormous statistical needs for continental and global agendas. One such drive has been to align the AU's Agenda 2063 with the UN's 2030 Agenda for Sustainable Development and the AfDB's Ten-Year Strategy 2013–2022 to identify areas of convergence and divergence. The alignment consisted in comparing the objectives of the three agendas, identifying common goals and targets. The alignment of SHaSA's statistical dimensions with these three agendas also helped to identify the need for statistics on emerging issues, such as climate change, social inclusion, and Big Data. The mapping exercise at the indicator level was also carried out using the 2063 Agenda as a basis and vice versa.

In addition, a monitoring and evaluation instrument and a core set of indicators have been developed to track progress on both the African and global agendas, taking into account the different levels of individual countries' development. This will facilitate benchmarking, progress monitoring, and comparability.

2.7. Priority statistical needs to meet developmental needs

All African countries have strongly pledged not only to participate in the monitoring and evaluation of their own national development plans but also in those targeting regional level development via Agenda 2063, the Ten-year Strategy of the AfDB 2013-2022, and Agenda 2030 on Sustainable Development. In order to accomplish this, it is essential that all developmental policy frameworks be harmonized. To this end, a functional M&E mechanism at national, regional, continental, and global levels must be put in place in order to monitor achievement of the commitments pledged in these agendas. This approach fosters the principle of accountability toward citizens, while supporting effective international cooperation and the exchange of best practices. This requires the availability of harmonized, good-quality and timely statistics, disaggregated according to the level of income, gender, age, geographical location, etc. in all the three dimensions of sustainable development, namely: economic, social, and environmental.

Consequently, the statistics to be produced should serve not only national policies but also

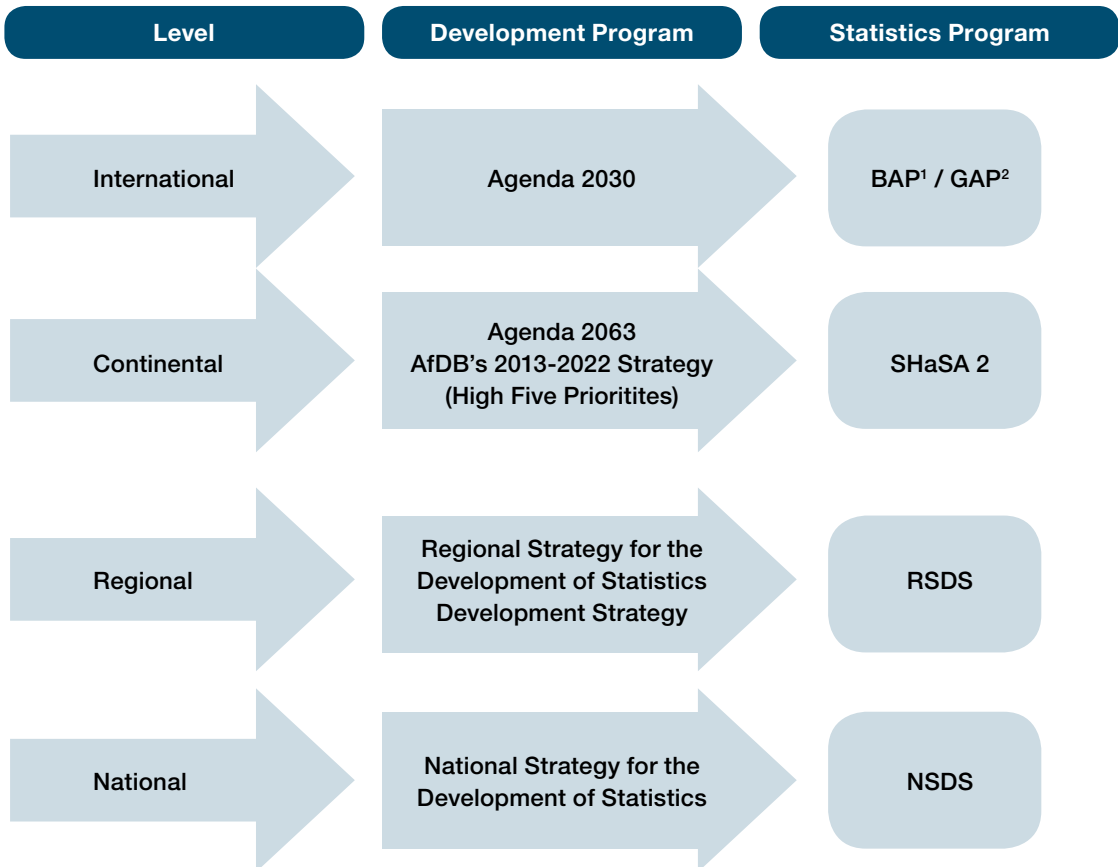
policies to which all Africans are committed, in particular at regional, continental, and international levels. This will significantly impact the National Statistical System (NSS) in terms of its remit, capacity, and resources. Indeed, the new policy development framework requires significant capacity improvement of National Statistical Systems, which are currently weak and require infusions of resources and assistance to ensure adaptation, innovation and behavioral change of its actors. The new generations of NSDS cover all NSSs by taking into account new emerging themes such as the data revolution for sustainable development and Big Data. In the rapidly evolving context in which SHaSA 2 is being implemented, NSDS should incorporate the monitoring and evaluation of the new development agendas and, in turn, be fully incorporated into national development plans in order to ensure adequate and sustainable financing.

At the regional level, RSDS should complement NSDS with a two-way interaction that takes into consideration the needs, priorities, and activities of the other. For example, national statistical programs should complement regional strategies and avoid duplication of efforts, and vice versa.

Similarly, SHaSA 2, which is the continental strategy, should incorporate the constraints and priorities of both NSDS and RSDS. All these strategies should be incorporated into one another so that they are implemented coherently and concomitantly. SHaSA 2 should be viewed as a common initiative of the African Statistical System, where each entity has its share of responsibility.

Figure 1 suggests a common working structure for the monitoring and evaluation of the three agendas at all levels.

Figure 1: Relations between NSDS, RSDS, SHaSA 2, and the different development plans



Notes:

1) The Busan Action Plan for Statistics (BAPS) was proposed at the Fourth High Level Forum (HLF-4) on Aid Effectiveness in Busan, South Korea in late 2011. Over 100 countries endorsed this action plan and included an explicit reference to it in the Busan Partnership document. The BAPS logical framework was particularly useful with regard to the measurement of outcome indicators, such as the use of statistics in national policy.

2) At its 46th session, the UNSC agreed to establish the High-level Group for Partnership, Coordination and Capacity-Building for the 2030 Agenda (HLG-PCCB), comprising Chief Statisticians from 23 National Statistical Offices (NSOs). The HLG-PCCB was tasked to promote national ownership of the 2030 Agenda monitoring system and foster statistical capacity building, partnerships and coordination. In this context, the HLG-PCCB prepared the *Global Action Plan for Sustainable Development Data (GAP)* which was launched at the UN World Data Forum in Cape Town, South Africa and endorsed at the UNSC in March 2017. The GAP will likely supersede the Busan Action Plan for Statistics (BAPS) and the Marrakech Action Plan for Statistics (MAPS).

CHAPTER 3:

Current Status of the African Statistical System

3.1. The critical need for comparative data for integration, measurement and evaluation

In Africa, the need to have comparable quality statistics that are regularly produced and disseminated is becoming increasingly urgent. A number of the economic and structural problems that Africa faces today may be overcome or mitigated if the right data are available at the right time, so that decision-makers can formulate policies based on hard evidence. A study commissioned by Action Aid, for example, showed that constraints related to information / disinformation exacerbated the effects of the famine that ravaged Malawi in 2002 (Devereux 2002).² By contrast, another article shows how in Tanzania, a system for the collection of demographic data was used in 2003 to establish priorities and better distribute resources in the health domain (IDRC 2003). An additional article also highlights how statistics contribute to good governance and ultimately to African stability and prosperity (Report of the Commission on Africa 2005).

Furthermore, the implementation of common regional and continental policies requires not only reliable statistics that are available in real time,

² A very optimistic estimate of harvest levels led to serious delays in the reaction to tackle the famine.

but also statistics that are comparable in time and above all in space (between countries and regions). The AU and RECS, in their relentless quest for integration, cannot adopt common policies (monetary, fiscal, industrial, agricultural, etc.) on the basis of statistics obtained using different methodologies.

For example, the calculation of the contributions of Member States to or from international organizations requires comparable statistics. The level of contributions, calculated on the basis of the socioeconomic and demographic characteristics of Member States, is a delicate issue. However, these socioeconomic and demographic indicators need to be calculated using the same methodology, in order to avoid statistical gaps related to subtleties and hypotheses when estimating indicators.

It is worth mentioning that in the process of producing comparative data, African countries should subscribe to the framework of international statistical norms and adapt these norms to their national specificities. In this chapter, we are going to describe the African Statistical System (ASS), its actors at different levels (national, regional and continental) and underscore its ability to produce and disseminate quality harmonized statistics. We shall also analyze the comparability of statistical data in Africa and the programs and initiatives

being implemented to harmonize and coordinate statistics throughout the continent.

3.2. Main actors of the African Statistical System

The ASS comprises three levels: national, regional. It works in partnership with actors at international level.

3.2.1 National level actors

At the national level, the National Statistical Councils, the Statistical Boards or the National Statistical Committees coordinate and supervise the NSS. In terms of production, the NSOs are the main actors of the NSS and ASS. They are the government nodal agencies with the responsibility of producing and ensuring the management of public statistics and making them accessible to the government, the business community, and the public in general. These include sectoral data that are produced and disseminated through the different ministries (for example, the Ministries of Health, Education, Agriculture, Water Resources, etc.), departments like police and immigration and by institutions such as Central Banks and public companies, sometimes with limited participation of the NSOs. This situation leads to the dispersion of often specialized interventions of international actors. Furthermore, sometimes different actors of the same country can provide different estimates on the same statistical indicator.

In terms of the production and dissemination of statistical data, the National Statistical Systems face different statistical realities which vary according to the capacity (both human and

financial) of the countries. The production of harmonized quality statistics is generally affected by the following factors: (i) the level of financing of statistical activities; (ii) difficulties encountered when measuring the phenomena; and (iii) the level of autonomy of the National Statistical Organization (NSO).

Social and economic statistics, although they are usually available except in fragile countries emerging from conflict or crises, still have issues relating to their quality, reliability, availability, and timeliness. The sources used in compiling these statistics (informal sector surveys, trade registers, administrative sources, etc.) often have inherent weaknesses that obfuscate the availability of timely data and raise doubts about their reliability.

The production of data on national accounts is another classic example. In this domain, African countries can be grouped into three categories. The first group is made up of countries that frequently and regularly produce and publish information on national accounts. The second group consists of countries that produce data but do not publish them regularly. The third group covers countries that have difficulties in regularly producing basic information on national accounts.

In addition to these weaknesses in data production, the limited dissemination of the statistical data produced in several countries is equally disturbing. To date, there are only six countries – South Africa, Egypt, Mauritius, Morocco, Seychelles, and Tunisia – that have subscribed to the Special Data Dissemination

Standards (SDDS) of the IMF out of a total of 66 countries globally.³ Furthermore, the websites of several African NSOs are out of date and do not reflect the state of statistical development in African countries, despite the numerous initiatives targeting the dissemination of statistical information.

3.2.2 Regional level actors

At the regional level, the major actors are RECs, subregional organizations of economic, monetary and customs nature, and organizations in charge of strengthening statistical capacity, mainly AFRISTAT and AFRITAC which are working alongside RECs.

Regional Economic Communities (RECs)

RECs derive their mandates to carry out statistical activities from treaties and constitutive acts. Three of these important mandates focus on: i) strengthening the statistical capacity of Member States; ii) the harmonization of statistics (ex-post and ex-ante) in Member States; and iii) the compilation and dissemination of quality statistics in order to inform decision-making at national and regional levels. In light of the scope

of their mandates, the membership of countries to several RECs, the absence of coordination among RECs, and the limited statistical capacity of these economic communities are factors that limit development and statistical harmonization.

From the point of view of the development of statistics, RECs can be classified into two categories:

- » The first category comprises RECs that have a relatively advanced statistical service and the capacity to coordinate statistical activities in their subregions. This includes ECOWAS, COMESA, SADC, and EAC.
- » The second category constitutes RECs whose statistical activities are still in an embryonic state or are non-existent, such as ECCAS, CEN-SAD, IGAD, and UMA.

³ The SDDS and GDDS provide appropriate tools for judging the statistical capacities of African countries. The GDDS, which are less standardized than the SDDS, recommend best practices for data production and dissemination and are open to accession by all IMF Member States and do not specify future dates from which the participating countries must imperatively improve their practices. The SDDS, on the other hand, requires the participating countries to meet all the requirements of the SDDS (conditions that are generally more stringent than for the GDDS) and are applicable in countries that have access to or seek access to the capital market. (<http://dsbb.imf.org/Applications/web/sddscountrylist/>).

Table 4. Categorization of the statistical function in RECs

| Function | ECOWAS | SADC | EAC | COMESA | CENSAD | ECCAS | IGAD | UMA |
|--|---------------------|------|-----|--------|---------------------|-------|------|-----|
| Explicit statistical service | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 |
| Functional statistical service | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 |
| Production of statistics | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 0 |
| Regional body for the coordination of statistics | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 |
| Functional OCSR | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| Level | Relatively advanced | | | | Embryonic or absent | | | |

Note: 1 – function accomplished

0 – function unaccomplished

Source: AU Commission, 2016.

Subregional organizations

In addition to RECs, subregional organizations are contributing to the development of statistics. Of particular note are the West African Economic and Monetary Union (UEMOA), the Central African Economic and Monetary Union (CEMAC), the Southern African Customs Union (SACU), and the West African Monetary Agency (WAMA).

AFRISTAT

AFRISTAT promotes the harmonization of concepts, standards and methods in the domain of statistics for the following areas: national accounts, prices, labor, the informal sector, agriculture, environment, climate change, enterprises, living standards and poverty. Its coverage includes 22 sub-Saharan African

countries, the majority of which are francophone.⁴ On the basis of existing international norms, AFRISTAT, in collaboration with Member States, has developed a nomenclature of activities and a nomenclature of products adapted to the realities of its Member States (NAEMA⁵, NOPEMA⁶).

AFRISTAT provides its support to Member States that are undertaking ex-ante harmonization processes. It has developed various methodological guidelines to support harmonization, including: methodological directives for the compilation of statistics on

4 Benin, Burkina Faso, Burundi, Cabo Verde, Cameroon, Central African Republic, Chad, Comoros, Congo Rep., Côte d'Ivoire, Djibouti, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Madagascar, Mali, Mauritania, Niger, Sao Tomé and Príncipe, Senegal, and Togo.

5 Nomenclature of the activities of AFRISTAT Member States.

6 Nomenclature of products of AFRISTAT Member States.

national accounting with national specificities; concepts and methodologies on the production of the statistics of the informal sector; directives on the production of pricing statistics; directives relating to the production of agricultural statistics; and relating to the production of employment statistics. It has also developed, for the benefit of Member States, a document on a harmonized methodology for poverty analysis.

AFRISTAT has played an important role for the implementation of 1993 System of National Accounts (SNA 1993) in its Member States and is pursuing this activity for the implementation of the 2008 SNA in these countries. It intends to capitalize on its expertise to reinforce its role as a major implementer of SHaSA 2.

AFRITAC

The IMF supports African countries through its five AFRITAC centers: AFRITAC West 1 (Abidjan), AFRITAC West 2 (Accra), AFRITAC Centre (Libreville), AFRITAC East (Dar-es-Salaam) and AFRITAC South (Port Louis).

Regional Centers for Statistics and Demographic Training

There are several regional centers for statistics training and demographic studies. These include the following:

- » Centre for Demographic Studies in Cairo, Egypt;
- » Eastern Africa Statistical Training Centre (EASTC), Dar-es-Salaam, Tanzania;

- » National School of Statistics and Economic Analysis (ENSAE), Dakar, Senegal;
- » National Advanced School of Statistics and Applied Economics (ENSEA), Abidjan, Côte d'Ivoire;
- » National School of Statistics and Information Analysis, Tunis, Tunisia;
- » Institute of Demographic Training and Research (IFORD), Yaoundé, Cameroon;
- » Institute of Statistics and Applied Economics (ISAE), Makerere, Kampala, Uganda;
- » National Institute of Planning and Statistics, Algiers, Algeria;
- » National Institute of Statistics and Applied Economics (INSEA), Morocco; and
- » Subregional Institute for Statistics and Applied Economics (ISSEA), Yaoundé, Cameroon.

In addition to these centers, theoretical trainings in statistics and demography are provided in universities.

3.2.3. Continental level actors

At the continental (pan-African) level, four institutions, namely AUC, AfDB, ECA, and ACBF, are playing important roles in statistical development at national, regional and continental levels.

African Union Commission (AUC)

Since its launch in 2002, the AU has been working towards the establishment of the African Economic Community (AEC) relying on RECs, in accordance with the Abuja Treaty. Its vision is the establishment of an “integrated, prosperous, equitable, well-managed and peaceful United States of Africa sustained by its own populations and constituting a creative and dynamic force on the international scene”. The realization of this noble objective should enable Africa to actively participate in the global economy, to eradicate extreme poverty and improve the livelihoods of its populations.

The AU Commission is the leader of the integration and development process of Africa. It works in close collaboration with the AfDB, ECA, RECs, Member States and the African populations. On the basis of the mandate entrusted to it and the aspirations of all the actors involved in the socioeconomic and political life of Africa both within and outside of the continent, the AUC develops every four years a strategic plan. This is structured around four strategic pillars that represent the common interests of the Member States of the Union, namely; (i) Peace and Security; (ii) Integration, Development and Cooperation; (iii) Shared Values, and (iv) Institutional and Capacity Building. Since 2015, with the adoption of Agenda 2063 and its first ten-year implementation Plan 2013-2022, the Commission and the other organs of the African Union are working to implement the activities contained in this plan.

The Statistics Division within the Department of Economic Affairs of the AUC was established to monitor and promote the continental integration

process, as one of its principal functions. Its main mission is to work towards strengthening the capacity of Member States for the production and dissemination of quality and harmonized statistics; to advocate for the development of statistics at all levels of the decision-making process; and to work toward the establishment of an appropriate framework for the harmonization of statistics. It must address the internal and external needs of the AUC in the development of statistical instruments and for the analyses of statistical data in relation to the AU’s vision.

Since its creation, the Statistics Division has been actively involved in numerous statistical activities. With the coming into force of the African Charter on Statistics, the AU is undertaking continuous advocacy for its ratification by all Member States. The AUC continues to undertake initiatives to improve the ASS.

African Development Bank (AfDB)

The AfDB is a multilateral development bank that has as its mission: “to contribute to the economic development and social progress of its Regional Member Countries (RMCs) individually or collectively, by contributing to the efforts towards poverty reduction in the Regional Member Countries”. To this end, it strives to “stimulate and mobilize public and private internal and external resources towards promoting investment and providing technical assistance and practical advice to its Regional Member Countries.”

The AfDB group believes that to win the battle against poverty, the statistical data on all aspects of development must be quantitatively

and qualitatively improved. Reliable data are essential in determining the objectives and evaluating the impacts of its interventions in RMCs. They constitute the most decisive means to demonstrate to governments, development partners, its own shareholders, private sector partners as well as RMCs the outcomes of development interventions and policies.

Through its Department of Statistics, the AfDB contributes to effective development by strengthening the capacity of the statistical systems of African countries. Through its workshops, training missions, technical assistance, etc. it seeks to provide its RMCs with the capacity and know-how to collect, produce, manage, and disseminate quality, reliable data at the opportune time and inspires policy formulation particularly at government and ministerial levels. Quality and timely data are also essential for the AfDB's monitoring and evaluation of its own programs and policies. The Ten-Year Strategy 2013-2022 of the AfDB has been illuminated by 5 high priorities, popularly known as the "High 5s". These are to: Light up and Power Africa; Feed Africa; Integrate Africa; Industrialize Africa; and Improve the quality of life of Africans.

Within this framework, the AfDB has, in recent years, initiated and implemented in its RMCs and RECs, portals to its ground-breaking Africa Information Highway (AIH) which represents a revolution in the management and dissemination of data. This initiative has made it possible to endow all its RMCs with portals that enable them to easily upload, manage, update, and disseminate their data. Staff from RMCs, central banks, RECs etc. have been given specialized training by AfDB in how to collect, upload and update their data, and how to fully use all that the

AIH has to offer, including comparable data not only on their particular country but also on other African countries and regions, different sectors, emerging issues, and regional and international objectives (such as progress on the High Fives and the SDGs). Other international development agencies such as the IMF are also using the AIH for the collection and dissemination of African data. The objective is for Member Countries to upload their data just one time to the AIH, rather than to replicate the process to several different development agencies. This will save both time and manpower. (See also section 4.2.11)

Furthermore, the AfDB plays a leading role for activities related to national accounts, the calculation of purchasing power parity, the development of NSDS; production of statistics on food security, sustainable agriculture and rural development; statistics on infrastructure; and the monitoring of the Sustainable Development Goals.

United Nations Economic Commission for Africa (ECA)

The ECA is an institution with a dual character. It is both a pan-African organization and a United Nations body known for its free thinking.⁷ The main mission of the organization is "to promote the economic and social development of its Member States, encourage inter-regional integration and promote international cooperation for the development of Africa."⁸ It draws its strength from its role as the sole UN agency mandated to carry out its operations in Africa at both the continental and regional level, and to mobilize

⁷ UNECA, *ECA and Africa: Fifty Years of Partnership*, 2008.

⁸ UNECA, *Better Serving Africa: Strategic Orientations of the Economic Commission for Africa E/ECA/CM.22/2*

resources to support the development priorities of Africa, as defined by the AU. The ECA also plays a leading role in supporting United Nations inter-agencies with AU/NEPAD initiatives, as the strategic coordinator of regional consultative meetings (ECA, 2008).

Since its creation in 1958, its interventions in Africa have mostly centered on research and the production of knowledge; analysis, formulation and development of policies; advocacy; the organization of meetings of stakeholders; and the provision of technical assistance and capacity building through consultative services to African countries and RECs.

It should be noted that statistics featured among the first program of the ECA that was drawn up by its first technical committee, which was the Conference of African Statisticians in 1959. As the years went by, the ECA executed several activities towards strengthening the capacity and the statistical infrastructure of African countries.

With the 2012 restructuring, the ECA has further refocused its engagement on statistical development in the continent and made it a top priority. With aspirations to structurally transform Africa and consolidate the “Africa Rising” narrative, the ECA has reorganized itself to lend more assistance to reinforcing the statistical capacities of its Member States. It has established data centers and strengthened its subregional offices to provide technical and advisory support and establish closer relationships with Member States. Support is also provided to Member States in harnessing ICTs, including geographic information systems, to improve data collection, processing, analysis,

dissemination, and archiving capabilities, as well as facilitating access to national, subregional, and regional databases. ECA’s advisory services aim to improve the statistical infrastructure in its Member States, with the use of innovative technologies, including mobile technologies and systems for more efficient data production and availability.

The harmonization of statistics is a major plank of the statistical work of ECA. In addition to introducing new systems and methodologies to achieve standardization, ECA promotes the adoption of international statistical norms, standards, and classifications, and adaptation to regional and national realities. With regard to strategic planning, consultative services are being provided on statistical legislation and National Strategies for the Development of Statistics (NSDS), which are central to the work of the ECA. It has also developed a tool for Member States to measure their statistical development called StatDI (Statistical Development Indicators). These activities and efforts of ECA in other domains will contribute to the implementation of SHaSA 2.

The African Capacity Building Foundation (ACBF)

Since its inception, the ACBF has responded well to the increasing demand for official statistics and supported complex inter-institutional statistical projects. ACBF’s support has increased the visibility of statistical systems at country, regional, and continental levels, resulting in a number of stakeholders requesting more assistance for statistical capacity building. Over the years, ACBF has focused its support on national statistical systems, with a particular emphasis on the

development of: (i) statistics for poverty reduction program design, monitoring and evaluation; (ii) database and macroeconomic models in areas such as domestic and external investment and trade opportunities; (iii) a culture of evaluation of public programs; (iv) economic, financial, and social statistics; (v) labor market statistics; and (vi) gender-disaggregated data.

In the context of its new Strategic Plan (2017–2021), the ACBF will continue to collaborate with pan-African institutions and development partners to introduce innovations in the production and use of statistical data for the implementation, monitoring, and evaluation of the AU's Agenda 2063, the UN's 2030 Agenda for Sustainable Development, and country-level development programs in Africa. Supporting the capacity of the pan-African organizations and African countries to effectively coordinate and harmonize statistics through the Strategy for the Harmonization of Statistics in Africa (SHaSA 2) is hence critical and a priority for the ACBF.

Association of African Central Banks (AACB)

The AACB recognizes the central role that statistics play in the implementation of the African Monetary Cooperation Programme (AMCP). The AACB has the mandate to “facilitate the collection, centralisation and dissemination of information on monetary, banking and financial issues as well as on other issues of economic interest for its members” (AACB, 2002). AMCP further places emphasis on the need to implement a harmonized program of macro-economic concepts and definitions. The AACB in itself does not produce statistics; rather, the production of statistics is carried out by its members through

the principle of subsidiarity. At the national level, central banks ensure the availability of statistical data and implement the recommendations of AACB through the production of quarterly reports, consolidated by AACB.

3.2.4. International level actors

At the international level, the key actors are the Specialized Agencies of the United Nations as well as other bilateral and multilateral international organizations. They include the following:

- » The United Nations Statistics Division (UNSD), which manages the database, and the data collected in Member States from other United Nations Specialized Agencies;
- » The IMF, which collects data and publishes monetary and financial statistics on the balance of payments, external trade, etc.;
- » The World Bank, which collects and publishes data on development issues in general, including poverty and purchasing power parities;
- » The United Nations Educational, Scientific and Cultural Organization (UNESCO) which collects and publishes data on education, illiteracy rates, science, technology and culture. The Africa Regional Bureau coordinates its activities on the continent;
- » The World Health Organization (WHO), which collects data and publishes information on health. The Africa Regional Bureau coordinates its statistical activities on the continent;

- » The International Labor Office (ILO) collects data and publishes information on labor. The Africa Regional Bureau coordinates its statistical activities on the continent;
- » The United Nations Food and Agricultural Organization (FAO), which collects data and publishes information relating to agricultural statistics, fishery and forestry, and statistics relating to food security and nutrition. The Africa Regional Bureau coordinates its statistical activities on the continent;
- » PARIS21, which is a major actor in the field of statistical advocacy and strategic planning through the NSDS.

New actors

After the adoption of the African Charter on Statistics in January 2009 and the Strategy for the Harmonization of Statistics in Africa (SHaSA) in July 2010, Heads of State and Government took a historic decision in January 2013 on the creation of two new institutions: (i) the African Union Institute for Statistics known as STATAFRIC, with headquarters in Tunis, Tunisia and (ii) the Pan-African Centre for Statistical Training in Yamoussoukro, Côte d'Ivoire. This decision aims at providing an effective and sustainable solution to the problems associated with the development of statistics in Africa.

African Union Institute for Statistics

The creation of the AU Institute for Statistics known as STATAFRIC responds to the urgent need to solve the problem of statistical poverty (i.e. a low level of available, quality

and harmonized statistics). This statistical poverty observed on the continent renders Africa unable to evaluate its own development projects and the commitments it has made at national, regional, continental, and international levels. Weak statistical capacity, the inefficiency of institutional and regulatory frameworks for the production of statistics, shortcomings in the implementation of international norms, and the production of statistics that are not always harmonized and comparable in time and space are major difficulties that are undermining the African Statistical System. These constraints force the different users of data to resort to those emanating from international institutions outside of Africa, which all too often do not reflect African specificities.

In response, the ASS is working to put in place a production system of quality data, comparable in time and space in all African countries and which are available on a timely basis. This system must be based on statistical definitions that remain constant from one country to the other and/or from one region to the other, in order to facilitate and validate regional and continental comparisons. Similarly, the ASS acknowledges the importance of producing and analyzing statistics on emerging themes such as governance, democracy, peace and security, the environment, natural resources, intra-African trade, migration, etc. which are all essential for the smooth progress of African integration. To this end, a change of focus is needed so that Africa may reach a clearer understanding of its progress relating to the dynamics of its populations – births, deaths, professions, places of residence, migration, etc. It is also vital to understand the dynamics of its poverty, its riches and its potentials (i.e., if the

policies implemented have a real impact on the life of Africans).

The production of the official statistics of countries must be the exclusive preserve of the national statistical authorities. They alone have the legal mandate (as spelt out in the African Charter on Statistics) to collect national data. This falls within the purview of national sovereignty. In the same vein, the production of official statistics for the entire continent must be the preserve of an African institute that has the legitimacy to act in this capacity. It is for this reason that the STATAFRIC institute was created. STATAFRIC will work in collaboration with Regional Economic Communities and development partners for the implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa (SHaSA 2). These are the strategic reference frameworks for the coordination of statistical activities on the continent and for the regular production of quality and comparable data in time and space on all socioeconomic, cultural and political domains. To achieve this, STATAFRIC is tasked with coordinating and regulating the ASS. The Institute must make the ASS speak one common statistical language by ensuring the harmonization of statistical concepts, methods, structures, and norms. The strategic vision of the Institute is to: be the “Centre of Reference for the production of quality statistics on Africa”. Its mission is to “provide comparable, reliable and updated statistics at the opportune time, and to regularly support the African integration program based on proofs of decisions in order to fully realize the vision of the African Union.” The institute will be endowed with legal and financial autonomy.

The African Union Commission had prepared a strategic plan in close collaboration with the Tunisian Government, other pan-African organizations, and development partners for the functioning of the Institute. The document was approved by the 7th Meeting of the Committee of Directors General of National Institutes of Statistics (CoDGs) that was held in Johannesburg (South Africa) in December 2013, and was further endorsed by the Conference of Ministers of Economy and Finance in March 2014 in Abuja, Nigeria. Furthermore, a roadmap for the establishment of the Institute and priority activities in collaboration with key strategic partners was adopted by the CoDG in December 2014.

Pan-African Center for Statistics Training

The creation of the Center responds to the need to strengthen the statistical capacity of the ASS. Its mission includes among others the following:

- i) To strengthen the capacity of AU Member States through practical training of statisticians in order to: (a) collect, analyze, and disseminate statistics; and (b) produce statistics at an opportune time and of a quality that can be used to plan economic and social development and the monitoring and evaluation of the implementation of the development plans and programs; and
- ii) To help Member States that are in need, to establish or strengthen their capacity for statistical training and other related activities.

3.3. Coordination and harmonization of statistics on the continent

3.3.1. National level

National Strategies for the Development of Statistics (NSDS)

There exists an international consensus on the need for (i) a holistic strategic approach for the improvement of National Statistical Systems (NSSs) and (ii) the strengthening of statistical capacity to provide and use the necessary statistical information for development programs, including those centered on the fight against poverty. For example, the Marrakech Action Plan (MAPS) was a global plan for improving development statistics, agreed at the Second International Roundtable on Managing for Development Results in Morocco in 2004. It specifically recommended: “the integration of strategic planning into the planning of statistics systems and the preparation of national strategies for the development of statistics (*NSDS*) by all low-income countries by 2006.”

“Statistics for Transparency, Accountability, and Results: A Busan Action Plan for Statistics” was endorsed by the High-Level Forum on Aid Effectiveness in Busan, in November 2011.⁹ Its five-point action plan was to provide the direction for the decade ahead, in support of three principal objectives: (i) Fully integrating statistics in decision making; (ii) Promoting open access to statistics; (iii) Increasing resources for statistical systems.

⁹ Available online at: https://www.paris21.org/sites/default/files/Busanactionplan_nov2011.pdf

The SDGs have also called for holistic development and support to national statistical systems. Target 17.18 of the SDGs seeks to enhance capacity-building support to developing countries, including for least developed countries and small island developing states, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts. Specifically, indicator 17.18.3 seeks to monitor the number of countries with a national statistical plan that is fully funded and under implementation, by source of funding.

The NSDS provides a framework for mainstreaming statistics into national policy and planning processes, mainstreaming sectors into the NSS, and strengthening statistical capacity building and the effective coordination of the NSS. This is achieved by setting a vision and providing a complete framework for the actions to be undertaken to enhance statistical development at the national level.

The NSDS provides, inter alia:

- » A vision: where the NSS should be in the next five or ten years and setting milestones to attain it;
- » A framework for the coordination and harmonization of statistics processes and procedures, including a broader coverage of the sources and range of statistics produced beyond NSO to include other producers of statistics;

- » A global and unified framework for the continuous evaluation of user needs and priorities in the field of statistics;
- » A framework for the strengthening of the capacity needed to respond to statistical needs at the national, regional, continental, and global levels;
- » A tool to respond to national, regional, continental, and global development plans;
- » A framework to mobilize, exploit, and capitalize on resources (both national and international) and a base for an effective result-centered strategic management of the NSS;
- » Statistical advocacy to create a broader knowledge of the role of statistics, strengthen the demand for and use of statistics, in particular results-oriented outcomes; and
- » A framework to establish partnerships for statistical development between providers, producers and users of statistics – within and beyond governmental institutions.

In 2004, PARIS21 prepared the first guidelines to assist countries to develop their NSDS. Since 2014, the NSDS guidelines have been updated annually on the basis of the experience and feedback of users from all continents, changes made to the international agenda, and new approaches and innovations developed by practitioners.¹⁰

Table 5 presents the status of National Strategies for the Development of Statistics (NSDS) in African countries.

3.3.2. Regional level

Regional Strategies for the Development of Statistics (RSDSs)

At least five RECs are implementing RSDS as tools for the coordination and harmonization of the statistics activities in support of the regional integration process. They focus in particular on the production of comparable statistics in real time in economic domains in order to monitor macroeconomic convergence and multilateral

¹⁰ see <http://nsdsguidelines.paris21.org>.

Table 5. Status of NSDS in Africa, February 2017

| Status | Number of countries | % |
|---|---------------------|------|
| Currently implementing a strategy | 31 | 57.4 |
| Currently designing a strategy or awaiting adoption | 11 | 20.4 |
| Strategy expired or absent but currently planning an NSDS | 6 | 11.1 |
| Strategy expired or absent and not planning one | 6 | 11.1 |

Source: PARIS21 (February 2017).

oversight. They are geared toward national and regional priorities and are aligned to the NSDS of the Member Countries, into which they incorporate the activities. They are developed by RECs and are approved by the Member States of the region in order to ensure that they are in sync with regional development programs and national priorities.

During their design, RSDS should take into account the regional level expectations of SHaSA and aim to:

- » Meet the statistical needs of the regional development program;
- » Ensure the comparability of data in all Member Countries;
- » Strengthen relations and convergence between regional and national levels (RSDS implies a close cooperation and collaboration between Member Countries);
- » Strengthen skills, expertise, and resources in statistics at the regional level;

- » Enhance the development of statistics tools and services at the regional level;
- » Facilitate, coordinate, and strengthen representation vis-à-vis external development partners.
- » Develop South–South cooperation;
- » Serve as a framework to monitor the implementation of Agenda 2063, the 2013–2022 Strategy of the AfDB, and Agenda 2030.

Within the framework of the participatory process required in the elaboration of subregional strategies, RECs organize technical meetings with the support of continental institutions and development partners, to address the problems of the availability of data, and the harmonization and strengthening of statistical capacity.

Among the major problems that RECs are facing, it is worth mentioning (i) the weak capacity to ensure an effective leadership in the coordination of statistical activities at the regional level and (ii) the overlapping of membership of RECs, which leads to duplications in programs and demands for data.

Table 6. RECs' Regional Strategies for the Development of Statistics

| REC | Regional Strategy for the Development of Statistics (RSDS) |
|--------|--|
| EAC | EAC Regional Statistics Policy; and EAC RSDP, 2011/12–2016/17 |
| ECOWAS | 2014–2018 Regional Statistics Programme |
| ECCAS | Regional Strategy for the Development of Statistics of the Economic Community of Central African States (RSDS-ECCAS 2015–2024) |
| COMESA | 2014–2017 Statistics Strategy of COMESA. August 2013 |
| SADC | 2014–2018 Regional Strategy for the Development of Statistics |

Main activities of regional and subregional organizations

A number of RECs (EAC, ECOWAS, COMESA, and SADC)¹¹ and certain regional organizations (such as AFRISTAT) are executing programs and projects aimed at improving the comparability of data in their regions. Half of the RECs have put in place statistical functions in their Secretariats with a view to helping in the production of data necessary for the designing and monitoring of common regional policies.

Despite the insufficiency of human and financial resources necessary to achieve all their objectives, RECs and some regional organizations have shown their commitment to the standardization, harmonization, and modernization of statistics and statistical methodologies. In the main, the statistical focus has been on domains relating to external trade, public finances, price indices, and national accounting.

East African Community (EAC) Secretariat:

One of the major programs carried out by the EAC Secretariat to ensure comparability of regional statistics has been to harmonize the compilation practices of official statistics in the following domains among its Member States: (i) national accounts statistics; (ii) government finance statistics; (iii) monetary and financial statistics; (iv) financial soundness indicators; (v) external sector statistics; (vi) price statistics; (vii) demographic and social statistics; (viii) agricultural statistics; (ix) environmental statistics; (x) tourism statistics; (xi) ICT statistics; and (xii) transport

statistics. In order to discharge its mandate in the harmonization process, the EAC Secretariat has put in place Technical Working Groups composed of statisticians and experts in each of these respective domains. These experts agree at the subregional level on the concepts, methodologies, and tools to be used in compiling statistics. Workshops are organized to enable participants to agree on the minimum norms in compliance with international standards. After the consensus of EAC Member States on the minimum norms, experts are recruited to strengthen the technical capacity of Member States.¹²

Economic Community of West African States (ECOWAS) Commission:

Statistical harmonization is a key activity in the ECOWAS Commission. Given that the harmonization of all statistical data is a long, complex, and costly process, the Commission is currently focusing on a priority set of statistical domains (external trade, consumer price index (CPI), national accounts, public finance, and balance of payments), which are crucial for economic integration. It is also compiling data for other sectors. Harmonization of statistics in ECOWAS programs covers concepts, definitions, nomenclatures, methods, and formats of presentation, but the harmonization of the institutional framework and the establishment of common tools (software) for compilation is still an issue. The ECOWAS Commission is currently promoting the use of common software for the processing of data such as: EUROTRACE for compiling data relating to external trade; ASYCUDA for capturing customs data; ERETES

11 In their structures, no sub-entry of the Secretariats of CEN-SAD, IGAD, CEMAC, and AMU is responsible for Statistics.

12 The EAC uses local experts as often as possible and collaborates with AFRISTAT, which provides its expertise as in the case of Burundi (the only French-speaking country in the region).

for national accounts; PHOENIX (for the eight UEMOA Countries) and PRIMA (adopted by Ghana and experimentation scheduled in four other countries of the region), to calculate consumer price indices. The ECOWAS Commission uses several strategies in the implementation of its harmonization program, notably collaboration with institutions like AFRISTAT and WAMA in the execution and adaptation of classifications, methodological manuals, etc.

The West African Monetary Agency (WAMA) is working on a complementary statistical field to that of ECOWAS, by executing harmonization programs covering public finances, financial monetary statistics, and the balance of payments.

Southern African Development Community (SADC) Secretariat The SADC Secretariat is also committed to the harmonization of statistics, particularly in the domain of the Consumer Price Index, national accounting, population and housing census, and external trade. The SADC Secretariat prepares the directives and technical manuals for the compilation of the data for these statistical domains and sends the draft documents to the respective organizations (NSOs, Customs, Central Banks, etc.) within Member States for their review. After receiving the observations from the Member States, the SADC Secretariat organizes meetings to adopt the manuals, which are then used in the training of the professionals concerned.¹³ The SADC Secretariat works in close collaboration with other organizations such as the COMESA

Secretariat (in the domains of CPI and external trade) and the EAC. From the outset, all the working parameters are defined in order to ensure an appropriate coordination of activities within the framework of the harmonization agenda. For example, Mozambique takes the leadership role in harmonizing national accounting statistics; South Africa for harmonizing statistics relating to population and housing census; Zambia for statistics related to external trade; Zimbabwe for statistics relating to classification, etc. It is worth mentioning here that the execution of these harmonization programs have experienced delays, mainly due to the lack of resources.

Common Market for Eastern and Southern Africa (COMESA) Secretariat. The COMESA integration program revolves around trade, that is, around the elimination of tariff and non-tariff barriers, the effectiveness of trade, and other related issues, such as investments, competition, financing, (payments and settlements), etc. The COMESA Secretariat therefore focuses on the harmonization of statistics relating to external trade and to trade in general. COMESA follows the same norms and uses the same software as ECOWAS. It is also working on the definition and implementation of a harmonized system in order to monitor the evolution of regional integration. COMESA also compiles foreign direct investment statistics. Statistics on activities of transnational corporations have been developed as part of a joint UNCTAD-COMESA effort to develop capacity in Member States to compile these statistics. So far a number of COMESA countries collect foreign direct investment (FDI) statistics based on enterprise surveys. With respect to environment statistics, COMESA is building capacity in member states

¹³ In most of its priority statistical areas, SADC has already prepared technical guidelines which have been adopted or are about to be adopted by its Member States. The challenge lies in the implementation of these directives.

for the implementation of the Framework for Development of Environment Statistics (FDES 2013). The UNSD is a key partner in this endeavor.

COMESA-EAC-SADC Tripartite Free Trade Area. The member states of COMESA, the EAC, and SADC agreed in October 2008 to negotiate a Tripartite Free Trade Area (TFTA). The Heads of State and Government of COMESA, EAC and SADC met on June 10, 2015 in Sharm El Sheikh, Egypt at the Third Tripartite Summit to officially launch the COMESA-EAC-SADC Tripartite Free Trade Area (TFTA).

Interregional Coordination Committee (IRCC). It is worth mentioning the existence of an Interregional Coordination Committee (IRCC), created and financed by the European Union Commission and composed of representatives from COMESA, EAC, IGAD and the Indian Ocean Commission, (SADC has just been admitted as an observer). This Committee coordinates all the activities financed by the European Union Commission in this region.

3.3.3. Continental level

Several platforms and initiatives for the strengthening of capacity and the harmonization of statistics at the pan-African level have been introduced. Some of these focus on the development of methods for the collection and compilation of statistical data (ex-ante harmonization), while others specialize in the production of comparable statistics indicators (ex-post-harmonization).

The various statistical harmonization initiatives also target a number of statistical domains, as dictated by the differing priorities and programs of

the executing organizations. Certain organizations are therefore working on the harmonization of statistics on national accounting while others focus on price statistics, external trade statistics, foreign direct investment, etc.

Data Dissemination Initiatives: GDDS, SDDS, SDDS plus, e-GDDS, AIH, etc.

The IMF has taken several important steps to enhance transparency and openness in member countries, including setting voluntary standards for the dissemination of economic and financial data.

- » *The Special Data Dissemination Standard (SDDS)* was established in 1996 to guide members that have, or that might seek, access to international capital markets in the provision of their economic and financial data to the public. SDDS subscription indicates that a country meets the test of good statistical practices.
- » *The General Data Dissemination System (GDDS)* was established in 1997 for member countries with less developed statistical systems as a framework for evaluating their needs for data improvement and priority setting. The GDDS also provides recommendations on good practice for the production and dissemination of statistics. Countries participating in the GDDS are expected to graduate to the SDDS in time.
- » *The SDDS Plus* was established in 2012 and builds on the SDDS to guide member countries on the provision of economic and financial data to the public in support of domestic and

international financial stability. The SDDS Plus places an emphasis on countries that have systematically important financial sectors that are integral to the workings of the international monetary system. Nevertheless all SDDS subscribers can adhere to the SDDS Plus and are encouraged to do so.

- » *The Enhanced GDDS (e-GDDS)* was launched by the IMF in 2015 to assist countries with relatively weak statistical capacity. The purpose of the e-GDDS is to: (i) encourage member countries to improve data quality; (ii) provide a framework for evaluating needs for data improvement and setting priorities in this respect; and (iii) guide member countries in the dissemination to the public of comprehensive, timely, accessible, and reliable economic, financial, and socio-demographic statistics. Member countries of the IMF voluntarily elect to participate in the e-GDDS. All the countries that participate in the GDDS automatically participate in the e-GDDS.
- » *The African Development Bank's Africa Information Highway (AIH)*. The IMF Board approved the use of AfDB's AIH portal system for implementing the e-GDDS, using the SDMX protocols in AIH to facilitate data collection, sharing across Africa and with development partners. Clearly, Africa is ahead in implementing e-GDDS through its SDMX compliant AIH portal system.

As of end-March 2017, there were 110 participants in the e-GDDS, 74 SDDS subscribers, including 14 SDDS Plus adherents. At the African level, there are 43 e-GDDS participants, 5 SDDS subscribers,

but no SDDS plus adherent. African countries will seek to develop their statistical systems in order to upgrade from e-GDDS to SDDS.

International Comparison Program for Africa (ICP-Africa)

The International Comparison Program is a global statistical initiative established in 1970 to produce internationally comparable price and expenditure data as well as purchasing power parity (PPP) estimates to facilitate cross-country comparisons of price levels, Gross Domestic Product (GDP) and related economic aggregates in real terms and free of price and exchange rate distortions.

The AfDB was chosen to lead the program for the execution of the ICP in the Africa region and it hosts the Secretariat for the region. The ICP-Africa program has been implemented in collaboration with the World Bank, the International Monetary Fund (IMF), DFID, the ECA, UNDP, PARIS21, African Capacity Building Foundation (ACBF), the National Institute of Statistics and Economic Studies (INSEE)-France, the Office for National Statistics (ONS)-UK and various regional organizations and institutions. ICP-Africa, with 48 participating countries in its first phase (2002–2008) and 50 countries in the subsequent rounds, is another framework for the harmonization of statistics at the continental level.

The program focused on the quality, coherence, and comparability of statistics in the above-mentioned domains, and lent its support to African countries in the implementation of the 1993 SNA. It has contributed to ex-post

harmonization of basic statistics on national accounting and pricing.

This program has helped the participating countries to strengthen their capacity to produce economic statistics as well as to compile consumer price indices, Gross Domestic Product (GDP) and related indices; to formulate national strategies for the development of statistics (NSDS).

The AfDB has used the ICP-Africa as a stepping-stone for its Statistical Capacity Building Program (SCBP) for the continent. Through SCBP, African countries have successfully participated in the 2005, 2009, 2011 and 2015 phases of the International Comparison Program. ICP-Africa has proven to be an important vehicle for the implementation of the 2008 System of National Accounts and the improvement of consumer price statistics. The 2017–2019 phase was launched in January 2017.

Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)

This framework was designed to provide strategic guidelines and appropriate mechanisms to guide and accelerate the development of statistical capacity in Africa for the management of outcomes and for the implementation of the Marrakech Action Plan (MAPS)¹⁴. RRSF identifies the design and implementation of NSDS as a prerequisite. The strategic objectives outlined in RRSF are to:

1. Strengthen advocacy for statistics as a top priority;
2. Incorporate statistics as a cross-cutting sector in the development process;
3. Modernize the legal and regulatory framework;
4. Evaluate the needs of users and establish the order of priority;
5. Carry out the development of data;
6. Encourage coordination, collaboration, and partnership;
7. Improve statistical infrastructure;
8. Exploit information and communication technology;
9. Develop human capacity;
10. Improve the analysis of data;
11. Improve the dissemination of data; and
12. Increase resources and sustainability

The RRSF was endorsed by the Heads of National Institutes of Statistics in Africa, the Forum for African Statistical Development (FASDEV)¹⁵ in 2006, and by the United Nations Economic Commission for Africa (ECA) and the Conference of African Ministers of Finance,

¹⁴ The MAPS was endorsed by the Second Round Table on Results-Based Management, held in Marrakech, Morocco, in 2004 as an action plan, costed and time-bound, to improve national and international statistics.

¹⁵ FASDEV is a forum of national, regional, continental, and international organizations that aims at strengthening cooperation for the development of statistics in Africa.

Planning and Economic Development in 2007. It distributes responsibilities between national institutions, economic communities, continental organizations, and the international community. As the basic foundation that led to the birth of the African Charter on Statistics, the RRSF constitutes an important link in the chain toward the harmonization of African statistics.

African Symposium on Statistical Development (ASSD)

In November 2005, African countries met in Yaoundé, Cameroon, to evaluate the progress made toward the implementation of the 2010 round of the Population and Housing Census (PHC). This was in accordance with the Marrakech Plan of Action on Statistics (MAPS), which encouraged the full participation of all countries in the PHC rounds. The 2005 meeting recommended the organization of a meeting in South Africa in order to examine the slow progress being made and to prepare the ground for the creation of the African Symposium on Statistical Development (ASSD) in Cape Town, South Africa in January 2006.

The ASSD was hosted in Rwanda, Ghana, and Senegal. Sponsored by South Africa, the Symposium served as an advocacy tool at the highest political level for censuses. The following personalities officiated the ASSD in their respective countries: President Kagamé of Rwanda, President Abdoulaye Wade of Senegal, Prime Minister Antonio Kasoma of Angola, and the then Ministers of Finance of South Africa and Ghana Trevor Manuel and Kwadwo Baah-Wiredu respectively.

Today, the ASSD provides a forum to: (i) deliberate on issues relating to the development of statistics and the challenges facing NSS; (ii) encourage all African countries to conduct the PHC as recommended by the United Nations; (iii) exchange experiences of countries on technical assistance, information and the dissemination of data. Particularly, the ASSD contributed to an increased participation by African countries to the 2010 round of Population and Housing Census as well as promoting the improvement of African Civil Registration and Vital Statistics (CRVS) systems.

African Statistical Coordination Committee (ASCC)

Following the meeting of the representatives of the AUC, the AfDB, and the ECA held in Tunis in September 2007, it was decided to establish the African Statistical Coordination Committee (ASCC). Members of the ASCC are: the AUC, the AfDB, the ECA, the ACBF, AFRISTAT, and RECs. The terms of reference of the Committee are to:

- » Promote general coordination, integration and complementarity;
- » Strive to alleviate the burden of the production of reports on African countries;
- » Ensure that the recommendations take African realities into account;
- » Coordinate the mechanisms to facilitate the use of international systems;
- » Promote good practices;

- » Coordinate the organization of StatCom-Africa;
- » Monitor the recommendations of StatCom-Africa; and
- » Give account to StatCom-Africa.

Since the creation of ASCC, the coordination of technical assistance and other forms of support to countries has considerably improved. This includes advocacy in favor of statistics, statistical planning, and in the management and dissemination of data.

Statistical Commission for Africa (StatCom-Africa)

The Statistical Commission for Africa (StatCom-Africa) also known as Committee on Statistics was established by the ECA Conference of African Ministers of Finance, Planning and Economic Development as an inter-governmental process in charge of statistics on the continent. The members include experts and policymakers in the field of statistics and is responsible for providing strategic direction on statistical development in Africa. Specifically, it is composed of experts from such fields as statistics, planning, information and communication technology, including geo information. The committee meets on a biannual basis.

The responsibilities of StatCom-Africa are to:

- » Work for the development of National Statistical Systems in the region and improve the quality and comparability of the statistics

they produce, in accordance with the fundamental principles of official statistics;

- » Promote the implementation of the African Charter on Statistics;
- » Ensure coordination with the United Nations Statistical Commission, in order to decide what action should be taken by the African Centre for Statistics to ensure a sustainable development of statistics in Africa;
- » Ensure the coordination and implementation of works carried out on the continent by the various actors and mechanisms used in the domain of statistics;
- » Monitor the progress made in the field of statistics and determine the problems encountered, old as well as new, by proposing solutions;
- » Promote the exchange of experiences, apprenticeship by peers, technical cooperation, and exchange of data between countries and institutions in Africa;
- » Study new evolutions in the domain of statistics, in the world and in Africa, and draw up the status of knowledge;
- » Participate in the development of methods and norms at the international level and supervise the adoption of methods, norms, and practices accepted at the international level, taking into account the peculiarities of Africa;

- » Reflect on the regional programs of theoretical and practical training that could make it possible to meet the statistical needs of the countries of the region and encourage the training of African statisticians;
- » Advocate for the mobilization of resources and technical cooperation, and support for the development of statistics in Africa;
- » Examine the work program of the African Center for Statistics and make recommendations;
- » Strengthen the collection and dissemination of statistics that can be compared at the international level within ECA Member States, as requested by decision-makers, enterprises, researchers, and the public in Africa;
- » Ensure the dissemination of its deliberations within National Statistical Offices, subregional, regional, continental and international organizations, enterprises and among any other users; and
- » Recommend any study that could be used to advance its objectives and those of the African Statistical System.

Committee of Directors-General (CoDG) of National Statistics Offices (NSOs)

The Committee of Directors-General of National Statistics Offices (NSOs) is composed of Heads of National Statistical Offices. It meets every year to examine issues related to the development and the harmonization of statistics on the continent and subsequently prepares a report for

submission to the Conference of African Ministers of Economy and Finance (CAMEF). It met for the first time in 2006 in Bamako to examine statistical harmonization and has subsequently held several other meetings focusing on the African Charter on Statistics, the African Fund for Statistics and, most recently, the Strategy for the Harmonization of Statistics in Africa (SHaSA).

The CoDG will play a paramount role in the implementation of SHaSA 2 as it has the remit to approve all its actions and supervise the overall implementation of the strategy. It will also play the role of the Board of Directors of the AU Institute of Statistics and of the Pan-Africa Center for Statistics Training. Its terms of reference, in particular, address issues related to the development and harmonization of statistics on the continent, notably the examination and validation of common adapted norms at the continental level, the adoption of the varied programs for the development of statistics submitted by development organizations, and the establishment and implementation of a peer review mechanism on statistics.

African Charter on Statistics

The African Charter on Statistics is the most important initiative for the development of statistics in the continent. It is the legal regulatory instrument of statistical activities and a tool for the promotion and development of statistics in Africa.

Its specific objectives are to:

1. Serve as the orientation framework for the development of African statistics, in particular in the production, management,

- and dissemination of data and statistics information at the national, regional, and continental levels;
2. Serve as an instrument and a tool for advocacy for the development of statistics on the continent;
 3. Contribute toward an improvement in the quality and comparability of statistical data necessary for the monitoring of the economic and social integration process of Africa;
 4. Promote respect for the fundamental principles of the production, storage, management, analysis, dissemination, and use of statistical information on the African continent;
 5. Contribute to the strengthening of the coordination of statistical activities and statistics institutions in Africa, including the coordination of the interventions of stakeholders at national, regional, and continental levels;
 6. Strengthen the institutional capacity of statistics structures at national, regional, and continental levels by ensuring their functioning autonomy and ensuring in particular that they have adequate human, material, and financial resources;
 7. Serve as the reference material for African statisticians with regard to the professional Code of Ethics and good practices;
 8. Promote a culture that makes the observation of facts the basis for the formulation, monitoring, and evaluation of policies;
 9. Contribute to the effective improvement and functioning of the Africa Statistical System as well as the sharing of experiences; and
 10. Avoid duplications in the implementation of statistical programs.

Drawing inspiration from the fundamental principles of official statistics adopted by the United Nations Statistical Commission in April 1994, the Charter aims at promoting six (6) principles namely:

- » Professional Independence;
- » Quality;
- » Mandate for the collection of data and resources;
- » Dissemination;
- » Protection of individual data, sources of information and respondents; and
- » Coordination and cooperation.

The Charter was adopted by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union in Addis Ababa on 4 February 2009. It came into force on 8 February 2015, that is, 30 days after the deposit of the instruments for ratification by the 15 Member States of the African Union. To date, 22 countries have ratified it. Several actions have been carried out with a view to accelerating the signing and ratification of the Charter, including:

- » A series of note-verbales have been sent to member countries of the African Union to

remind them of the need to sign and ratify the Charter;

- » Missions have been organized in some countries in order to meet with political authorities and advocate for the need to sign and ratify the Charter; and
- » Development and dissemination of materials and other advocacy brochures and documents in order to explain the advantages related to the signing and ratification of the Charter and its importance for the development of statistics.

Although the Charter has come into force (although not yet signed and ratified by all countries), the African Union Commission intends to organize a second series of missions at the level of Member Countries to advocate for the signing and ratification of the Charter.

Within the framework of the Pan African Statistics Program (PAS) financed by the Europe-Africa partnership with a total of 10 million Euros, the African Charter on Statistics is used as a reference document and as a benchmark throughout the process of developing the new methodology for peer reviews. The latter also espouses the one developed by PARIS21 whose pillars are the fundamentals of the African Charter on Statistics and the core principles of the official Statistics of the United Nations.

3.3.4. International level

Group of Africa, Caribbean and Pacific States (ACP Group)

The Secretariat of the ACP Group has acknowledged both the recurrent need for quality statistical information and the absence of a formal system for monitoring of regional integration in most of the ACP regions. To address this situation, it has initiated the design and implementation of a system aimed at ensuring regional integration, with technical assistance from the European Union. This project comprises a system of indicators of regional integration for organizations of ACP States. At the African level, it identifies nine inter-regional organizations (IROs) of which seven are RECs (ECOWAS, EAC, IGAD, ECCAS, CEN-SAD, COMESA, and SADC), and two are subregional organizations (WAEMU and CEMAC).

This initiative is different from statistical support and focuses rather on a set of operational indicators which must be measured and whose implementation must be controlled by the different RECs. The production of statistical data to measure these indicators rather than their comparability is at the center of the project. Nonetheless, the implementation of the system will require that comparability be considered.

First, the multidisciplinary character of regional integration is well documented, as is the evaluation of integration efforts and the state of advancement of the integration. The commitment of the African Union to multidisciplinary integration and the need to integrate all these aspects in a

coherent and complementary manner should thus find an appropriate statistical response.

Second, the system that should be developed comprises two levels. On the one hand is a system of indicators of regional integration common to all IROs (RECS, following the AU conceptual vision) with a view to ensuring interregional comparability. On the other hand, a more individualized level is adapted to the objectives and priorities of each IRO. This approach will also provide a satisfactory statistical response to the philosophy of the Minimum Integration Program (MIP).

3.4. Major new statistical developments

In recent years, new developments have emerged in the domain of statistical data which deserve special attention from the African statistics community, given the demand for adaption to a new environment of data production and use.

In the current SHaSA, emphasis is laid on Big Data and the Data Revolution more generally, as elaborated below.

3.4.1 *Big Data*

Although there is no consensus on the precise definition, “Big Data” generally refers to “a massive volume of both structured and unstructured data that is so large that it is difficult to process with traditional database and software techniques”.

The explosion of digital data automatically collected from a number of ubiquitous digital platforms and devices, along with a wide network penetration and a decrease in the cost of data storage and management, offers

a great potential to provide insights on human activities and environmental changes at a speed faster than a traditional survey or research could provide. Until recently, it was the private sector and academia that were the main players in this emerging data field. However, recognizing the potential of big data to provide more timely and relevant information, there has been more and more engagement from the official statistics community, for example, for the monitoring of the SDGs and the Agenda 2063.

Within the framework of SHaSA 2, pursuing Big Data should be treated as a strategic target in the medium and long term. The ASS should aim to master the collection and utilization of this new type of data due to its increasing importance for the information systems of countries, regions, as well as globally. Furthermore, it is worth pointing out that it is the private sector that has a better understanding of this new phenomenon. Some big private institutions and enterprises are carrying out research in order to better explore the advantages that they are likely to derive from this technological challenge. These advantages cover domains as varied as medicine, climate change, politics, etc.

At the strategic level, the ASS should forge partnerships with enterprises from the private sector that have substantial means in the domain of Big Data management and storage, and which are also endowed with competent human resources in the field of management, analysis, and governance of such data.

The phenomenon of Big Data is supported by the birth of data science. This is a new field, requiring new skills from the labor market,

namely “data scientists”. Ultimately, statisticians should work with data scientists in the same way as they have learnt to work with computer scientists when they themselves are not trained in the discipline.

It is therefore important that the theme “Big Data” be incorporated into the curricula of statistics training schools. It should be considered a branch of data science. In the same vein, the Pan-African Center for Statistics training should offer in-service training for the existing statisticians.

3.4.2 Integration of geospatial and statistical information

The measurement and monitoring of progress made in the implementation of national and regional development plans, SDGs, and Agenda 2063 will require huge amounts of data, much of it new or repurposed data, as well as more robust analysis and much better data management.

It will also require transformative change and collaborative approaches to link different data – demographic, statistical, earth observations, environmental and other societal geospatial data – with the one thing they all have in common, namely geographic location. A global indicator framework will be required and this framework should comprise both statistical and geospatial components.

This new challenge calls for leadership, combined collaborative global leadership, with appropriate frameworks and methods. It will also demand close collaboration between national statistical, geospatial and earth observation communities

to deliver seamless data for national, regional, and global objectives and aspirations.

In this rapidly changing environment, African nations will need to evolve policies and accelerate the development and adoption of legal, technical, geospatial, and statistical standards; openness and exchange of data and metadata; interoperability of data and information systems; and integration of statistical and geospatial information, including its management and exchange. In other words, the 2030 and 2063 Agendas will be triggers to strengthen the development and/or the expansion of the national spatial data infrastructural strategies within the global statistical and geospatial framework.

In the context of SHaSA 2, a vibrant effort should be devoted to the development of a Global Statistical and Geospatial Framework (GSGF) that will outline how geospatial information can be implemented and integrated into the SDGs indicator framework.

3.4.3 The country-led Data Revolution

In August 2014, the UN Secretary-General asked an Independent Expert Advisory Group (IEAG) to make concrete recommendations on bringing about a data revolution in sustainable development. The IEAG report “*A World That Counts: Mobilizing The Data Revolution for Sustainable Development*” makes specific recommendations on how to address the challenges based on the three following pillars: (i) Fostering and promoting innovation to fill data gaps; (ii) Mobilizing resources to overcome inequalities between developed and developing countries and between data-poor and data-rich

people; and (iii) Leadership and coordination to enable the Data Revolution to play its full role in the realization of sustainable development.

Is Africa capable of participating in the Data Revolution like the other regions of the Global Statistics System (GSS)? The question appears self-evident and yet all the problems relating to the development of statistics in Africa are summarized in this question. Indeed, it is by tackling this question head-on that African countries will ensure the transformation of the African Statistical System.

Africa was one of the most active continents to have participated in the “Informing a Data Revolution” project carried out by PARIS21 in 2014–2015. The project covered 13 African countries (Botswana, Burundi, Cabo Verde, Democratic Republic of Congo, Gabon, Ghana, Malawi, Mali, Mozambique, Nigeria, Senegal, South Africa, and Uganda) of which three (Burundi, Cabo Verde, and Democratic Republic of Congo) participated in the in-depth studies organized by the PARIS 21 Secretariat. Taking into account the realities and challenges of the ASS, the project developed a roadmap for a country-led Data Revolution, which was also adopted at the global level. The roadmap proposes an implementation approach that was accepted by all the stakeholders of statistics at the national and international levels.

Within the framework of SHaSA, African countries consider that the Data Revolution will be conducted by a unified Africa. It is in this regard that they gave a mandate to pan-African institutions and to the African Union Institute for Statistics to pilot this roadmap. Substantively, it is

about elaborating and implementing the African Pact on the Data Revolution. This pact will be an integral part of the implementation of SHaSA 2.

3.5. Evaluation of the current statistical environment

Conducting a status review/situational analysis of the statistical environment is crucial to gain a full understanding of the principal strengths and weaknesses of the internal environment (that is, the internal characteristics of the ASS) and how these relate to the global statistical system.

An analysis of the ASS environment has highlighted its strengths and weaknesses (summarized in Table 7), as well as the opportunities and threats it faces (summarized in Table 8).

Table 7. Strengths and weaknesses of the African Statistical System

| Strengths | Weaknesses |
|--|---|
| 1. Existence of statistics regulations in the country in order to control statistical activities | 1. Vulnerable and fragile National Statistical Systems in most African countries |
| 2. Infrastructure to carry out activities, collect data at a large scale including censuses, and surveys | 2. The NSDS do not cover all sectors of the NSS |
| 3. Existence of skills in the collection and management of data in Ministries, Departments and Agencies (MDA) | 3. Absence of updated statistics laws that are aligned to the Charter |
| 4. Existence of training institutions both for professional and semi-professional personnel | 4. Weak statistical capacity in MDAs, some RECS, and some pan-African statistics organizations |
| 5. Strengthened continental and regional organizations capable of providing technical and financial support to countries | 5. Absence of the effective registering of civil registration and vital statistics systems |
| 6. Existence of different initiatives aimed at strengthening statistical capacity in Africa | 6. Poor quality of data and poor use of statistical data by decision-makers |
| 7. Existence of fora for the sharing and exchange of knowledge, experiences and practices, including regular meetings with officials of NSOs at regional and continental levels, statistics news bulletins and African statistical directories, etc. | 7. Insufficient availability of statistical information on certain essential development indicators such as on environment/climate change, gender, governance, fight against HIV/Aids |
| 8. Strengthening the availability of the main stakeholders at all levels in the NSS to collaborate for the success of the synergy and cost effectiveness in the production of statistics | 8. Absence of incentives and /or capacity to use data |
| 9. Emergence of new actors, producers of data (private sector, civil society, etc.): the need to forge a partnership with these actors | 9. No disaggregated data at the level of local governments |
| 10. Coming into force of the African Charter on Statistics | 10. Insufficient administrative autonomy and insufficient professional independence in the African Statistical System |
| | 11. Lack of planned and sustainable financing for the harmonization of statistics in Africa |
| | 12. Absence of public statistics in the training programs of some universities and statistics training centers |
| | 13. Political interference in statistics work, particularly at the national level |

Table 8. Opportunities and threats to National Statistical Systems (NSSs)

| Opportunities to exploit | Threats to avoid |
|--|---|
| <ol style="list-style-type: none"> 1. Results-based program leads to an increase in the demand for statistics and concomitantly to an international consensus that statistics are vital for monitoring and evaluating development outcomes and for policy-making at all levels 2. Agenda 2063, 2013-2022 Strategy of the AfDB, United Nations Agenda 2030 and national and regional development plans 3. Increasing demand for quality statistics for the monitoring/evaluation of development agendas and plans 4. Recognition by the governments of Member States of the weakness of their statistical systems and of the need to strengthen them 5. Availability of big data 6. Commitment by development partners to support statistical capacity building initiatives in Africa, both financially and with technical assistance 7. Existence of international frameworks, norms, directives and practices crowned with success in the domain of the harmonization of statistics 8. Strengthening of regional, continental and international partnerships for the development of statistics 9. Technological breakthroughs which have made computers cheaper, more powerful and more accessible 10. Increasing use of computer science, the Internet and social networks for the dissemination and the promotion of data | <ol style="list-style-type: none"> 1. Multiplicity of initiatives and lack of coordination among international partners 2. Reduction in the demand for data and statistical information 3. Priorities and investments in statistics reduced 4. Inability to attract and retain statistical staff 5. Absence of commitment in favor of coordination between stakeholders of NSS 6. The fact that a new law favorable to statistics has not been promulgated and applied 7. Multiplicity of actors, especially non-official, that have divergent interests |

CHAPTER 4:

Status of the Implementation of SHaSA

4.1. Implementation of the strategic matrix

Since its adoption in Kampala, Uganda in July 2010 by the Summit of Heads of State and Government of the African Union, the implementation of SHaSA 1 has been carried out by the different actors of the African Statistical System.

This chapter, which is a summary evaluation, outlines the implementation to date of SHaSA on the basis of (i) information contained in Annex 3 on the status of execution of SHaSA 1, (ii) questionnaires completed by ASS; and (iii) reports of missions undertaken. This evaluation has been conducted according to theme and strategic objectives. In addition to highlighting progress to date, this chapter underscores the problems encountered during SHaSA's implementation and the diverse challenges facing the ASS.

Another question was asked on the relevance of the activities chosen for implementation under SHaSA 1 in order to determine whether or not they should be maintained during SHaSA 2. This exercise made it possible to propose new activities in the place of those deemed less relevant/useful.

4.1.1. Strategic theme 1: Produce quality statistics for Africa

Strategic objective 1.1: Expand the information base

African countries have carried out various major activities in order to produce quality statistics for Africa. This has broadened the statistical information base and informed several socioeconomic indicators. Summaries on the status of censuses and surveys across the continent are presented below.

- i) Organization of Population and Housing Census (PHC) and household surveys

Most countries conducted their PHC during the 2005–2014 cycle, except (i) Guinea and Sierra Leone (due to the Ebola epidemic) and (ii) DRC. However Guinea and Sierra Leone conducted their PHC in 2015. These two countries conducted their PHC in 2015. Household surveys, on the other hand, were regularly conducted by several African countries. The regular organization of PHC and surveys on households made it possible for countries to collect updated information on their populations with regard to size, composition,

Table 9. Planned program for the 2020 cycle of PHC in Africa (2015–2024 decade)

| Dates | Country | Number of countries |
|----------------|--|----------------------------|
| 2015 | Equatorial Guinea | 1 |
| 2016 | Burkina Faso, Comoros, Egypt, Lesotho, Sierra Leone | 5 |
| 2017 | Cameroon, Congo Republic, Congo, Dem. Rep., Ethiopia, Mozambique, Nigeria, Swaziland | 7 |
| 2018 | Algeria, Liberia, Libya, Malawi, Somalia, Sudan | 6 |
| 2019 | Chad, Djibouti, Guinea-Bissau, Kenya, Mali, South Sudan | 6 |
| 2020 | Cabo Verde, Ghana, Mauritius, Seychelles, Togo, Zambia | 6 |
| 2021 | Botswana, Namibia, South Africa | 3 |
| 2022 | Burundi, Niger, Rwanda, São Tomé & Príncipe, Tanzania, Uganda, Zimbabwe | 7 |
| 2023 | Benin, Gabon, Gambia, Mauritania, Senegal | 5 |
| 2024 | Angola, Coˆte d'Ivoire, Guinea, Morocco, Tunisia | 5 |
| No information | Central African Republic, Eritrea, Madagascar | 3 |
| Total | | 54 |

Source: UNSTATS (<https://unstats.un.org/unsd/demographic/sources/census/censusdates.htm#AFRICA>)

distribution, size of households, age, profession, education, health, living conditions and housing, etc.

Close to 50 countries plan to conduct their PHC during the 2020 census cycle (2015–2024 decade) according to the dates indicated in Table 9.

ii) Organization of Agricultural census and annual agricultural surveys

Owing to insufficient financial and material resources, many countries are not carrying out an agricultural census regularly. However, they are planning to mobilize the means to do

so (see Table 10). Nevertheless, . Concerning annual agricultural surveys, several countries are regularly implementing these.

iii) Regular organization of economic censuses and surveys

Although economic surveys have been carried out quite regularly, the majority of African countries are struggling to organize the economic census in a regular manner. Most of the countries have not conducted any survey on the private sector. Only Egypt is currently organizing annual surveys on both the private and public sectors.

Table 10. Program for 2020 cycle of Agricultural Census (2015–2024 decade) in Africa

| Year | Country | Number of countries |
|----------------|---|---------------------|
| 2015 | Botswana, Equatorial Guinea | 2 |
| 2016 | Burkina Faso, Chad, Côte d'Ivoire, Ghana, Sudan, Tanzania, Tunisia | 7 |
| 2017 | Angola, Cameroon, Congo Rep., Djibouti, Gabon, Guinea, Madagascar, Malawi, Mali, Nigeria, South Africa, | 11 |
| 2018 | Ethiopia, South Sudan, Uganda | 3 |
| 2019 | Kenya, Somalia | 2 |
| 2020 | Burundi, Egypt, Lesotho, Mozambique | 4 |
| 2021 | Seychelles, Zambia | 2 |
| 2022 | Mauritius, Swaziland, Togo | 3 |
| 2023 | Senegal | 1 |
| 2024 | Congo, Namibia | 2 |
| 2025 | Botswana, Cabo Verde, Equatorial Guinea, Morocco | 4 |
| No information | Algeria, Benin, Central African Republic, Comoros, Eritrea, Gambia, Guinea Bissau, Liberia, Libya, Mauritania, Niger, Rwanda, São Tomé and Príncipe, Sierra Leone, Zimbabwe | 15 |
| Total | | 55 |

Source: 2015 World Program for Census of Agriculture 2020.

Uganda organized a survey on the private sector in 2015. On the other hand, most countries are carrying out industrial surveys on pricing, innovation and research annually and/or/ are exploiting administrative sources (53 countries have conducted the International Comparison Program ICP-Africa).

Most RECs are compiling and publishing statistics on the criteria of microeconomic convergence, notably WAEMU and ECOWAS. Most African countries are exploiting administrative sources to produce statistical information on tourism,

natural resources, climate change, and trade. A few countries, such as Uganda and Equatorial Guinea, have organized surveys on informal trade. Very few countries conduct surveys on climate change and natural resources. Similarly, statistics on culture, climate change, and natural resources are compiled only by a restricted number of countries.

iv) Development of Civil Registration and Vital Statistics (CRVS)

With the support of development partners, African countries have put in place their CRVS systems

which they are gradually strengthening in order to meet international norms and recommendations, while taking account of their socio-cultural specificities. The implementation of the African Program for the Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS) has made remarkable progress, notably through political will and commitment at the highest level of the State. Other enabling factors include the promotion of the ownership of their civil status registry by some African countries; the promotion of systematic and coordinated approaches at national and regional levels; strengthening the capacities of civil registry staff; and facilitating the transfer of knowledge and sharing of experiences among countries.

To date, some African countries have a biometric civil registration system and are generating vital statistics from their civil registration. However, African countries still need support in many domains related to civil registration. The Regional CRVS Core Group is composed of the African Union Commission, the United Nations Commission for Africa (ECA) which is serving as the APAI-CRVS Secretariat, the African Development Bank, United Nations Children Fund (UNICEF), United Nations Fund for Population (UNFPA), the United Nations High Commission for Refugees (HCR), the World Health Organization (WHO), the INDEPTH Network, Plan International, the Secretariat of the African Symposium on Statistics Development (ASSD), PARIS21 and Data4Health.

- v) Organization of Surveys on Governance, Peace, and Security

Several countries have started compiling statistics on Governance, Peace, and Security by carrying out surveys from harmonized instruments

developed by the Specialized Technical Working Group (SWG-GPS).

To date, five countries (Burundi, Mali, Uganda, Senegal, and Tunisia) have implemented the initiative Statistics on Governance, Peace and Security (SGPS) solely funded from their own resources. Four countries (Cameroon, Côte d'Ivoire, Kenya, and Malawi) have achieved this with support from partners, whereas eight countries are waiting for financing to secure its implementation. Several other countries are in the start-up phase of the implementation of the program on GPS statistics.

Strategic objective 1.2: Transform existing statistics in order to ensure comparability

Methodologies for reprocessing and adjustment exist in most of the countries and at the level of RECs but they vary from one country to the other and from one REC to the other; they therefore need to be harmonized.

Strategic objective 1.3: Harmonize the norms and methods of the production of statistics

Comparative data exist in most of the countries and at the regional and continental levels. For example, most of the AFRISTAT Member Countries have adopted and implemented common norms and methods concerning the consumer price indices of households, and for harmonized industrial price indices.

After the adoption of the African strategy for the implementation of the 2008 SNA, the countries began implementing 2008 SNA but the levels reached by the various countries vary.

4.1.2. *Strategic theme 2: Coordinate the production of quality statistics for Africa*

Strategic objective 2.1: Strengthen cooperation between the different institutions of the African Statistical System

ECCAS and UMA have created statistics units within their institutions. EAC, ECCAS, ECOWAS, COMESA, and SADC each have a Regional Strategy for the Development of Statistics that is currently being implemented in their respective regions. They have statistics programs in place and they organize annual statistics meetings in their regions. The diverse challenges to be met by RECs concern the lack of capacity, the problem of financial and human resources, poor institutional infrastructure, etc. There is a need to continue strengthening the function of statistics in RECs.

The coordination of the production of quality statistics for Africa has more or less been assured by the African Statistical Coordination Committee (ASCC).

Strategic objective 2.2: Put in place an effective coordination mechanism

The Committee of Directors-General of NSOs (CoDG) acts as the policy organ at the level of the African Union. It holds annual sessions and makes regular reports to the Conference of Ministers of Finance, Planning and Economic Development.

In 2013, the African Union Institute for Statistics of Tunisia was created by the Summit of Heads of State and Government.

Strategic objective 2.3: Define the priority statistics for the implementation of the integration process

AUC, AfDB, and ECA have developed an approach that enables the measurement of the level of integration of RECs and of the continent. The instrument chosen was a Regional Integration Index. As explicated in the *Africa Regional Integration Report 2016*:¹⁶

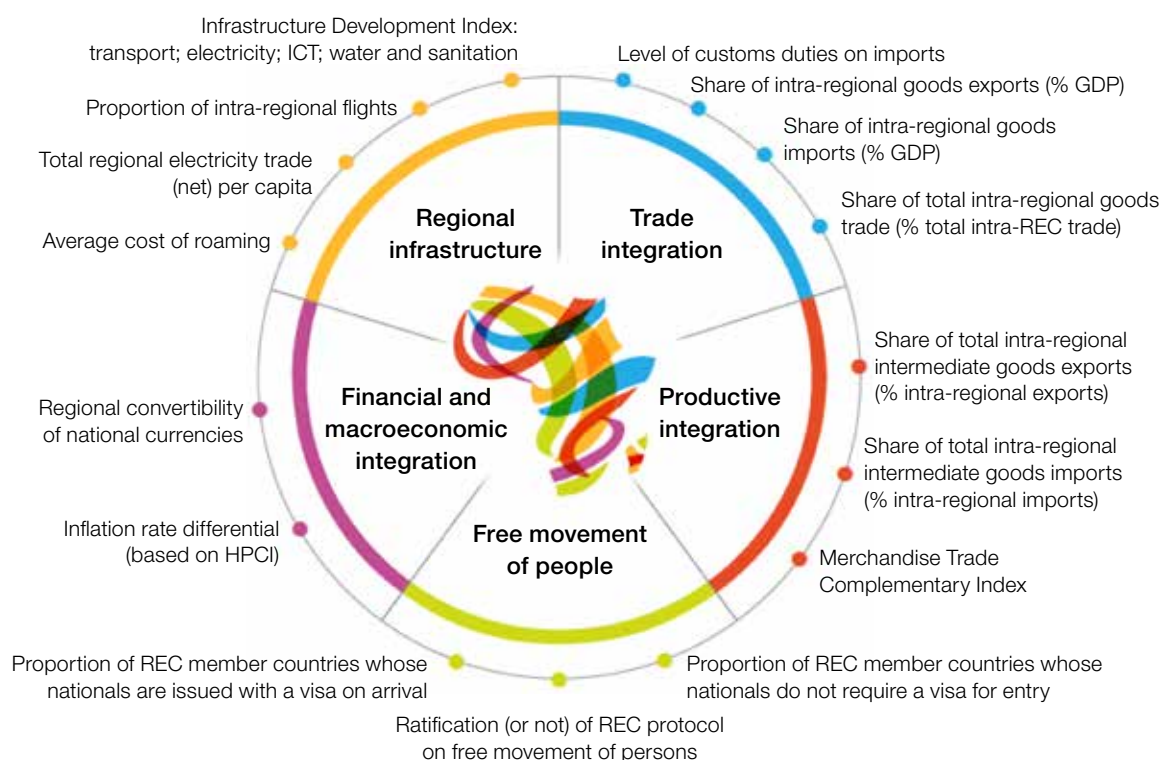
“the measurement of the level of regional integration of Africa enables the evaluation of the situation throughout the continent and appears to be an important means of highlighting the existing shortcomings. It is a dynamic and evolving means of monitoring the integration process, by enabling each and every one to access verified and qualitative information paving the way for dialogue and helping to go beyond the following stages having as objective to ensure the integration of Africa.”

16 2016 Report published by ECA, AfDB and AUC.

Box 5: Five dimensions of the Regional Integration Index

| | |
|--------------|---|
| Dimension 1: | Trade integration |
| Dimension 2: | Regional infrastructure |
| Dimension 3: | Productive integration |
| Dimension 4: | Free movement of people |
| Dimension 5: | Financial and macroeconomic integration |

Figure 2: The Regional Integration Index: 5 dimensions and 16 indicators



Source: Africa Regional Integration Report 2016 published by the AUC, AfDB and ECA.

4.1.3. Strategic theme 3: Strengthen the ASS's sustainable institutional capacity

Strategic objective 3.1: Reform and strengthen National Statistical Systems

In general, all the countries are working towards strategic planning in the domain of statistics, based on their National Strategy for the Development of Statistics (NSDS). As of February 2017, only six African countries were not planning to develop a NSDS; these were countries who had no strategy or whose strategy had expired.

Most African countries have incorporated statistics into their national development plans as tools for the formulation, monitoring and evaluation of development policies.

Fifteen Peer reviews were conducted in Benin, Burkina Faso, Congo, Côte d'Ivoire, Ghana, Kenya, Malawi, Mauritania, Mozambique, Niger, Senegal, Tanzania (2 evaluations), and Zambia.

Strategic objective 3.2: Develop sustainable statistics capacity

In 2013, the Pan-African Center for Statistics Training in Yamoussoukro was created by the Summit of Heads of State and Government. Two training sessions have already been organized on labor statistics and national accounts at the Center. Some African countries have training centers within the NSO.

Several countries have adopted statistics laws and regulatory statistics frameworks in accordance with the African Charter on Statistics,

which came into force in April 2015. To date, 22 countries have ratified the Charter.¹⁷ Most of the African countries have National Statistics Councils. Several statistical associations have been re-energized and the Association of African Statisticians (AfSA) has been reactivated with the establishment of an interim bureau which is striving to update the status and by-laws of the Association. NSOs are becoming increasingly autonomous and professionally independent.

As part of the strategy to develop sustainable human resources capacity for African National Statistical Systems, an African Group on Statistical Training and Human Resources (AGROST) was established in 2009 under the aegis of the Statistical Commission for Africa (StatCom-Africa). The main objective of AGROST is to ensure the coordination of activities and initiatives in support of statistical training and human resource development in Africa.

Strategic objective 3.3: Put in place an effective technological environment

The actors of ASS are increasingly improving their working environment in terms of technological equipment and state-of-the-art software to facilitate the accurate and timely collection, processing, and dissemination of data. They are also increasingly securing, strengthening, and functionalizing their means of data storage.

It is also worth pointing out that at the continental level, the implementation by the AfDB of the

¹⁷ The 22 countries are: Benin, Burkina Faso, Burundi, Cameroon, Congo Republic, Côte d'Ivoire, Ethiopia, Gabon, Ghana, Guinea, Mauritius, Lesotho, Mali, Malawi, Mozambique, Niger, Uganda, Chad, Togo, Tunisia, São Tomé and Príncipe, and Zambia.

Africa Information Highway initiative is helping to improve public access to a raft of diverse statistics on Africa. Within the framework of this initiative, the AfDB has installed Open Data Platforms (ODPs) in 54 African countries and in 15 African subregional and regional organizations.

4.1.4. Strategic theme 4: Promote a culture of policy and quality decision-making

Strategic objective 4.1: Take decisions based on facts through the increased use of statistics

Under this strategic theme, it is worth noting that countries are increasingly basing their policy decisions on statistical data. This step, while it attests to the increased importance that decision-makers attach to statistical data, poses a real challenge to the ASS in that it is obliged to provide quality reliable, and timely data.

Strategic objective 4.2: Improve the communication of statistics information

Improvement of the communication of statistics information remains a challenge, especially for those countries that are not yet endowed with a communications strategy and a plan for the dissemination of data.

4.2. Report of Specialized Technical Groups (STGs)

The Specialized Technical Groups (STGs) put in place within the framework of SHaSA have met with varying success in terms of securing their mandates. Some groups have not been able to implement any of their activities in the last six

years. The main reasons for this delay include: (i) the very small number of countries that have volunteered to be leaders or champion countries in order to pilot the proceedings of the groups, (ii) the fact that the roles and responsibilities of champion countries and leading institutions have never been well understood, and (iii) the absence of financial resources to finance STG meetings. This section is devoted only to those groups that have carried out the activities in the last six years.

4.2.1. Specialized Technical Group – Governance, Peace and Security (STG-GPS)

Statistical data relating to the domain of Governance, Peace and Security (GPS) are helping to inform policies for conflict management and prevention. The close relationship between peace, security, and inclusive development is now recognized by all. The fight against the remote causes of conflicts (notably through the promotion of good governance, democracy, human rights and access to justice and information, etc.), occupies an important place in the new development agendas. Unfortunately, very few African countries currently produce public statistics on these domains.

Mindful of this fact, within the framework of the implementation of SHaSA, the STG-GPS launched its activities with the support of the AUC under the chairmanship of the champion-country Kenya. Like other groups, its objectives are: (i) to develop common data collection methodologies and data analysis related to Governance, Peace and Security; (ii) to assist countries in the production of quality harmonized data for these domains; and (iii) to advocate for

the production as well as the dissemination of quality harmonized statistics on GPS.

Since its inaugural meeting in 2012 in Nairobi, Kenya, the group has accomplished remarkable progress. With the support of development partners, the UNDP, the Institute for Peace and Security Studies (IPSS) in Addis Ababa, the African Institute for Governance in Dakar, DIAL, and PARIS21, the group has prepared several harmonized instruments, notably: (i) an action plan with a view to mobilizing countries to produce statistics in these different domains and to strengthen the capacity of countries in the production of such data; (ii) two minimum lists of indicators of Governance, Peace, and Security based on administrative data; and (iii) two modules of a harmonized questionnaire for household surveys.

To date, as pointed out above,¹⁸ several African countries have carried out household surveys on GPS and have published the results. The other countries are also collecting data in these different domains from administrative sources. The STG-GPS has also contributed significantly to the creation of the “Praia City Group on Governance Statistics,” which was approved by the UN Statistical Commission at its 47th Session in March 2015. The Secretariat of the Praia Group is hosted by Cabo Verde.

4.2.2. Specialized Technical Group – External sector (external trade and balance of payments): STG-ES

The group is responsible for strengthening the capacity of National Statistical Systems in the area of international trade of goods and services and it has met on several occasions. It brings

together national statistical experts in the domain of the international trade of goods (SITG), the international trade of services (SITS), and the balance of payments. These experts come from National Institutes of Statistics, National Customs Directorates, and Central Banks. The STG-ES produces data on international trade and the balance of payments in order to enlighten Heads of State and Government on the progress being made towards the creation of the continental free-trade area, in addition to its mandate to boost intra-African trade.

STG-ES is chaired by Rwanda and has produced several instruments, in particular an action plan, a report on the evaluation of current national practices and methodologies for the compilation of statistics on international trade in goods and services, and a yearbook on intra-African trade in 2014. The capacity of countries and RECs has been strengthened on the use of Eurotrace and the harmonization of different types of trade data captured by the customs system, which is currently being implemented.

Although to date the group has not organized meetings on the balance of payments, African countries through their Central Banks are implementing the IMF’s *Balance of Payments and the International Investment Position Manual*, sixth edition (MBP6), published in 2009

4.2.3. Specialized Technical Group – African Group on National Accounts & Price Statistics STG-NA&P (AGNA)

Created in 2008, the African Group on National Accounts (AGNA) plays a paramount role in meeting the challenges facing African countries in the compilation of national accounts through

¹⁸ See strategic theme 1, strategic objective 1.1

the implementation of the 2008 SNA. AGNA offers the opportunity to improve the quality, timeliness, coherence, and harmonization of economic statistics and national accounts in Africa with a view to supporting structural economic reforms. These reforms feature in the continental development program, the regional integration program, and the UN's Sustainable Development Goals.

AGNA formulated the *African Strategy for the Implementation of the 2008 System of National Accounts (2008 SNA)*,¹⁹ which was adopted by the Summit of Heads of State and Government as the first pillar of the SHaSA in 2010. Since then, the strategy has been translated into an African project for the implementation of SNA 2008, which was officially launched in January 2014. Phase I of the plan spanned the period 2014–2015, while Phase II covers the period 2016–2018.

From November 2015, on the basis of exchanges during AGNA meetings and from the experiences of countries during Phase I, a mid-term independent evaluation was conducted and an update of the project document for Phase II was drawn up. The two documents were reviewed, discussed, and then adopted by the 4th meeting of the Continental Steering Committee (CSC) of the project shortly after the 9th Session of CoDG in 2015. Several other meetings were organized in order to implement the first phase of the project.

The last meeting took place in April 2016 under the theme “Intensifying Support to the African Project for the Implementation of 2008 SNA.” It examined the progress of the project during

Phase I, formulated the work plan and programs aimed at achieving Phase II of the project, and developed a “Technical Assistance Demand and Supply Matrix for the Implementation of SNA 2008 in Africa.” Five meetings of the CSC of the Africa project on the 2008 SNA were organized; the last was held in November 2015 in Tunis to examine the progress made in the implementation of 2008 SNA and to give directives on the way forward. Efforts are being made by many African countries to migrate to SNA 2008.

4.2.4. *Specialized Technical Group – Infrastructure, Industry, & Tourism (STG-II &T)*

STG–II&T has not carried out any activity as a specialized working group on Infrastructure, Industry, and Tourism. However, the AfDB has undertaken a number of activities within the framework of the Africa Infrastructure Knowledge Program (AIKP), which it hosts.

The results from the implementation of the AIKP programme are related to the following key domains: (i) establishment of national AIKP teams in 44 countries; (ii) collection and validation of data in 44 countries; (iii) development of an AIKP data management tool; iv) dissemination of data: a website and an address portal of AIKP data have been put in place; V) processing and analysis of data in at least 33 countries; Vi) updating of sectoral investments; and (vii) knowledge products from the AIKP.

In addition to the AIKP, the AfDB manages and annually updates its Africa Infrastructure Development Index (AIDI), which provides consolidated and comparative information on the

¹⁹ Available online at: <https://unstats.un.org/unsd/nationalaccount/workshops/2011/addis/ECA-SD2-ENG.PDF>

status and progress of infrastructure development in African countries, including information deriving from the AIKP. The index is designed to serve as a tool for analysts, policy-makers, and investors alike. It provides an accurate and up-to-date picture of the current state of African infrastructure development by comparing the scores and rankings for various indicators across countries. The AIDI is based on four major components: (i) Transport; (ii) Electricity, (iii) ICT, and (iv) Water & Sanitation. These components are disaggregated into 9 indicators that have a direct or indirect impact on productivity and economic growth.

4.2.5. Specialized Technical Group – Science, Technology, and Education (STG–STE)

The specialized technical group on Science, Technology and Education has not really started its activities. On the other hand, the subgroup on Statistics on Education, chaired by Egypt, has achieved some results. The objectives of the subgroup include: (i) to support the implementation of regional strategies on norms and standards of the Information Management System on Education (IMSE); (ii) to strengthen the capacity of specialists in education and statisticians; and (iii) to establish training establishments to provide data on education, etc.

In terms of results, the availability of statistics on education has increased but the level of coverage remains insufficient in several sectors. There are still gaps between administrative data and the data from surveys on households in the field of education published by national agencies and international organizations. The group intends putting in place joint committees composed of

sections in charge of education in NSOs and sections from the planning Ministries of Education for a better coordination of actions.

4.2.6. Specialized Technical Group – Demography, Migration, Health, Human Development, Social Protection & Gender (STG-So)

This STG on Demography, Migration, Health, Human Development, Social Protection and Gender could not meet during the SHaSA I implementation period; however some activities were carried out by the migration and gender subgroups.

In January 2015, the AU Conference of Heads of State and Government adopted the joint AU / ECA / ILO / IOM program on labor migration in Africa. The first component of this program aims to improve the quality of data on labor migration in Africa. In order to achieve the political will of the Heads of State and Government of the African Union, a subgroup on Labor Migration was established by the AUC, ILO, IOM, AfDB, and ECA. This subgroup is composed of the following countries: Cameroon (chair), Benin, Côte d'Ivoire, Egypt, Kenya, Namibia, Nigeria, Senegal, South Africa, Tanzania, Tunisia, and Zimbabwe. Its objectives are to take stock of the production of labor statistics in Africa; harmonize concepts and definitions on labor migration in Africa; and enhance the capacities of African countries in the production of labor migration statistics in Africa. The subgroup's first report titled *Report on the Statistics of Labor Migration in Africa*, was formally launched at the Labour and Social Affairs Conference held in April 2017 in Algiers, Algeria. The subgroup

has a database on migration statistics in Africa and has also produced a paper on concepts and definitions of labor migration statistics in Africa.

Another subgroup on Gender Statistics has been established, with Ghana as chair. This subgroup has prepared a regional program called the African Gender Statistics Program, the objective of which is to improve the availability of statistics from national, regional, and international sources. It is a comprehensive program that integrates all the activities of regional and international organizations. An action plan for the next five years (2017–2021) has been developed. A manual on the development and evaluation of gender statistics programs at the national level is currently being finalized. This will provide guidance to countries on the development and implementation of such programs.

Several other activities have been undertaken by this subgroup, including the development of the Gender Equality Index in Africa, the preparation of national reports on gender statistics, the third report on *Women in Africa*, which deals with the socioeconomic cost of violence against women in Africa, the African Gender Inequality Framework, the creation of a database, the development of scoreboards and country profiles on gender, etc.

4.2.7. Specialized Technical Group – Agriculture, Environment & Natural Resources (STG-Env)

Support for agriculture is one of the most effective ways to reduce poverty on the continent. This is known to all and is an integral part of all African countries' development plans. The

formulation, implementation, monitoring and evaluation of development plans must be based on comprehensive, reliable, coherent, and current agricultural data. Unfortunately, in most African countries, agricultural statistics are unreliable and incoherent. Moreover, where they do exist, they are rarely up to date. The quality and reliability of agricultural data and their availability are therefore major challenges for National Statistical Systems. In response to these challenges, the Global Strategy to Improve Agricultural and Rural Statistics was developed and endorsed by the United Nations Statistical Commission in February 2010.

In order to implement the Global Strategy on the African continent, the AfDB, in collaboration with the FAO and ECA, developed an Action Plan for Improving Statistics for Food Security, Sustainable Agricultural and Rural Development. The Action Plan has three technical components which play a complementary role in the implementation of the Global Strategy, namely: (i) technical assistance, which falls within the remit of the AfDB; (ii) training, for which ECA has the responsibility; and (iii) research, under the remit of the FAO.

As part of technical assistance, the AfDB has supported several regional member countries (Benin, Burkina Faso, Burundi, Cabo Verde, Cameroon, Chad, Congo, Côte d'Ivoire, Equatorial Guinea, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Niger, Rwanda, Senegal, Sudan, Togo, and Zambia) to develop Strategic Plans for Agricultural and Rural statistics (SPARS). In addition, AfDB supported its member countries to develop data collection tools and held training, validation, and dissemination workshops. The AfDB also carried out Country Assessments (CAs) which provided vital information on individual

countries' statistical capacity to generate the required quantitative and qualitative data. CAs were carried out in 2015 and the results were discussed at the fifth meeting of the Regional Steering Committee, held from 26–27 January 2017 in Dakar, Senegal.

The Country Assessments gave rise to indicators of agricultural statistical capacity across four dimensions: level of institutional infrastructure; level of resources (human and financial); statistical methods used; and the availability of statistical information. Preliminary results show a marked improvement in the capacity development indicators of many RMCs, revealing significant improvements since 2013 in their capacity to produce more reliable, timely, and sustainable agricultural and rural statistics.

4.2.8. Specialized Technical Group – Capacity Building (STG-CB) (AGROST)

Since its creation in 2009, AGROST has achieved the following:

- » The production of a compendium of African Statistical Training Centers (STCs);
- » A review of statistical curricula in Africa;
- » The development of a revised statistical training program for Africa aligned with SHaSA I; and
- » The organization of an annual meeting to provide a forum for issues related to statistical training centers with the STCs themselves, NSOs, and other partners.

AGROST has also played a key role in the implementation of the training component of the Action Plan for Africa. It has further contributed to the creation of the Pan African Statistical Training Center by formulating training missions.

4.2.9. Specialized Technical Group – Labor and the Informal Economy (STG-IE)

During the 3rd session of StatCom, held in Cape Town in January 2012, the STG on the Labor Market and the Informal Economy was established. This group is headed by Cameroon and the technical Secretariat is provided by the AUC. The members of the group are: Cameroon (chair), Côte d'Ivoire, Egypt, Kenya, Namibia, Nigeria, Senegal, South Africa, Tanzania, Tunisia, and Zimbabwe. The group works in collaboration with the AfDB, ECA, and AFRISTAT.

The group's mandate is to harmonize and coordinate the production of labor and informal economy statistics in Africa. Several activities have been undertaken by the group with technical and financial support of the ILO, namely: the adaptation of international standards to African realities with a view to producing African methodologies on labor and informal economy statistics; technical and financial support to African countries together with the mobilization of additional resources; the publication by the AUC of two reports, viz. an *African Statistics Yearbook on Labor and the Informal Economy* and the *African Report on the State of the Labor Market and the Informal Economy*.

4.2.10. Specialized Technical Group – Civil Registration and Vital Statistics (STG-CRVS)

With the support of other actors within the ASS, the group has significantly improved CRVS systems in Africa. Activities included:

- » Harnessing political commitment to improve the systems at the highest level of government, through the Conference of African Ministers Responsible for Civil Registration starting from 2010, and the institutionalization of a ministerial conference as a standing forum of the African Union Commission during the 19th ordinary session of the Assembly of Heads of State and Government of the African Union, held in July 2012 in Addis Ababa;
- » Establishment of the Regional CRVS Core Group in 2011 with the objective to bring together all the key CRVS actors on the continent to work within a common framework;
- » Promoting collaboration between key actors of national CRVS systems through five consecutive African Symposia on Statistical Development (ASSD) devoted to CRVS;
- » Capacity building through guidelines and training in specific areas: Key achievements in capacity building included: (i) Development of a CRVS digitization guidebook; (ii) Development of a training manual on producing vital statistics from civil registration records and a vital statistics report template and guidelines; (iii) Development of an Africa Mortality Statistics

Strategy (2016–2020) to make readily available continuous, harmonized, and accurate mortality statistics, also listing causes of death data, guiding the development of better planned, designed and integrated mortality systems; and (iv) Supporting countries to conduct comprehensive assessments of CRVS systems and the development of strategic improvement plans. As of October 2016, a total of 26 countries have completed CRVS assessments, five countries are in the process, and a further nine countries are initiating the process. In total, to date 24 countries have developed strategic CRVS plans;

- » Promotion of knowledge sharing through a regional CRVS website (www.apai-crvs.org); and
- » Establishment of a monitoring framework: the APAI-CRVS Secretariat has developed a framework to document and monitor progress made by Member States in the improvement of CRVS systems.

4.2.11. Specialized Technical Group on Data Management (STG-DM)

In 2012, the African Union Summit of Heads of State and Government adopted a resolution calling on the AfDB, ECA, and AUC to urgently support countries to improve their data management and dissemination systems.

In response to this directive, the AfDB launched the Africa Information Highway (AIH) initiative, which involved installing Open Data Platforms (ODP) in all 54 African countries and 16 regional

and subregional organizations to enhance data collection, management, and dissemination. The AIH facilitates direct reporting and updating of country data to AfDB's data portal through a Data Submission Tool, using common international standards, and hence serves as a central repository and hub for easy access to real-time development data on African countries.

Since its inception, the AIH has been expanded to include additional data applications as well as the active participation of other regional and international organizations. The introduction and expansion of this new SDMX compliant initiative, which now serves as the main data reporting and dissemination system in Africa based on the recommendation of the IMF, has greatly improved data management and has enhanced public access to official and other statistics across Africa. The AIH also responds to the need for timely data to evaluate the development impact of AfDB's interventions on the continent in line with its High 5s transformation agenda for Africa. In addition, the AIH has been recognized by a number of international organizations (e.g., PARIS21, OECD and the Global Partnership for Sustainable Development) as the world's most innovative data management and dissemination system for tracking progress on the SDGs.

4.2.12. Specialized Technical Group – Statistical Harmonization (STG-Ha)

The STG–Ha Group chair is South Africa and the Technical Secretariat is provided by the AUC. In addition to AfDB and ECA, members of the group include Angola, Cameroon, Congo, Côte d'Ivoire, Egypt, Ethiopia, Ghana, Kenya, Malawi,

Mozambique, Nigeria, Senegal, Uganda, and Tunisia.

The Group has produced several methodological guides to help African countries integrate the principles of the African Charter of Statistics into national statistical laws and to integrate the SHaSA into National Strategies for the Development of Statistics. All of these documents have been reviewed and approved by the various decision-making bodies of the African Union.

4.3. Lessons Learned and Action Matrix

Several problems have hampered the implementation of SHaSA 1 at the national level. Among the identified bottlenecks are: a lack of political will; political and security issues; difficulty in financing statistical operations; lack of human resources in terms of quality and quantity; lack of technical capacity; and a lack of control over the use of new information and communication technologies in the production of statistics. Significant efforts are needed to address all these issues in order to effectively implement SHaSA 2.

An analysis was carried out following consultations with the various actors of the African Statistical System regarding SHaSA 1. Discussions centered on the progress made, the difficulties encountered in the implementation of SHaSA 1, and issues related to the work of the STGs. The results are presented in Table 11, which identifies 11 lessons learnt and proposed actions needed in the design and implementation of SHaSA 2 to overcome obstacles in the process.

Table 11: Lessons learnt in the implementation of SHaSA 1 and proposed remedial actions during the implementation of SHaSA 2

| Lessons (L) | | Actions (A) | |
|--------------------|---|--------------------|---|
| L1 | The lack of involvement of all the actors of the ASS in the formulation of the SHaSA led to a weak ownership of its principles by these actors. | A1 | The use of a participatory and inclusive approach involving all the different actors of the ASS, development partners, etc. in the updating of SHaSA. |
| L2 | The limited dissemination of SHaSA and the absence of a communications strategy for its popularization meant that it was poorly understood by all the actors of the ASS; this led to a lack of ownership and internalization as consequences. | A2 | After adoption, SHaSA 2 should be widely disseminated both within and outside the ASS. It should be integrated into NSDSs and RSDS to facilitate its implementation. A communications strategy need to be developed and implemented at national, regional, and continental levels with the active participation of pan-African institutions (AUC, AfDB, ECA), the AU Statistics Institute and the Pan-African Statistical Training Center. |
| L3 | Without a coordination mechanism at all levels (country, RECs, continental, international) with clear roles and responsibilities defined for each stakeholder, the implementation of SHaSA 1 was heavily compromised. | A3 | The establishment of a coordination chain comprising DG / NSOs (national coordinators), heads of RECs and regional schools (regional coordinators) and heads of statistical organizations of pan-African institutions, the Institute of Statistics of the AU and the Pan-African Statistical Training Center (continental coordinators). The CoDG will be the Committee of Coordinators with roles of the Executive Committee and the Board of Directors of the Statistical Institute and the Pan-African Statistical Training Centre. |
| L4 | If SHaSA does not go hand in hand with an action plan with concrete and realistic activities, its implementation will be compromised. | A4 | SHaSA 2 should be translated into a clear 10-year action plan with prioritized activities with shared responsibilities. |
| L5 | Without accompanying measures, in particular adequate financial resources in the leading institutions and champions for the implementation of the SHaSA, it will not be possible for STG to implement planned activities. | A5 | Costing of activities should be done and a resource mobilization strategy at the national, regional, and international levels should be developed to establish a common fund to support countries and RECs and the functioning of STGs. |
| L6 | Implementation of a monitoring, evaluation and reporting mechanism is essential for the effective implementation of SHaSA 2. | A6 | Within the framework of SHaSA 2, there is a plan to establish an effective framework for monitoring, evaluation and reporting. |

| Lessons (L) | | Actions (A) | |
|--------------------|--|--------------------|---|
| L7 | Without clear and continuous political will at all decision-making levels, the ASS will lack resources to implement the SHaSA and accomplish its mission. | A7 | Provide advocacy to policy-makers and eventually implement the decisions made by Heads of State and Government to allocate adequate resources to the ASS. |
| L8 | If coherence, internal data harmonization within the NSS, disaggregation of data by district, and the establishment of a quality assurance framework are not taken into account, it will be difficult to successfully implement statistical harmonization at the regional and continental levels. | A8 | To introduce coherence, internal harmonization, disaggregation of data and the establishment of a quality assurance framework in SHaSA 2 to ensure statistical harmonization at all national, regional, and continental levels. |
| L9 | If emphasis is not placed on the use of administrative data, civil and vital statistics registration, the establishment of business and population registers, and the adaptation of statistical production to changes in the structure of economies and the broadening of statistical coverage to take account of all aspects of development, the ASS will not be able to produce sufficient quality statistical data to meet the continent's development needs. | A9 | Take into account in SHaSA 2 the use of administrative data, civil registration and vital statistics, establishment of business and population registers, and the adaptation of statistical production to the evolution of the structure of economies and the broadening of statistical coverage to take account of all aspects of development. |
| L10 | Without leadership from all ASS actors, where all are aware of their roles and responsibilities, the implementation of SHaSA 2 will be compromised. | A10 | The various actors in the ASS need to be aware of the need for accountability and to play their roles and bear their responsibilities effectively and efficiently in the implementation of SHaSA 2 in order to ensure its success. |
| L11 | Without a statistics culture at all levels and in different spheres of society, the demand for statistical information cannot be increased and statistics will not have the means to generate it. | A11 | The advocacy and promotion of a statistics culture in all spheres of society and the establishment of dialogue with users must be an integral part of SHaSA 2 |

CHAPTER 5:

Updated Strategy for the Harmonization of Statistics 2017–2026 (SHaSA 2)

This chapter describes the Updated Strategy for the Harmonization of Statistics (SHaSA 2). The strategic intent, the vision, the themes, and objectives as well as the initiatives for each objective are described initially. Finally, all strategic initiatives are included in the Strategic Matrix with expected results, performance indicators, milestones / targets, impacts, strategic factors, risks, and mitigation measures.

In general, the vision, themes and strategic objectives of SHaSA 1 were considered pertinent and therefore maintained. The SHaSA 2 Strategic Matrix takes into account the proposals for relevant activities and new activities emerging from the evaluation of the SHaSA 1 matrix, as detailed in the previous chapter.

SHaSA 2 covers the period 2017–2026. It is accompanied by a plan of action and a financing plan during this period.

5.1. Strategic Motivation

Statistics produced in Africa do not always meet user needs. Often they fail to be produced and disseminated in a timely manner. Moreover they

sometimes neglect to take into consideration current and topical events, or to take on board the specificities of the African environment. So it is not unusual to find that their methodologies do not reflect African realities and are not always comparable between countries, etc.

This stems from various constraints discussed in the previous chapter, including: inadequate allocation of resources to statistical activities; a lack of institutional capacity to produce, manage, and disseminate data; the low profile of statistics and perception of its role on the continent; inadequate coordination of statistical activities; and scant consideration of the African context when applying international standards. Moreover, the low level of ownership combined with a lack of action plans with clear roles and responsibilities for each actor in the ASS, the absence of a clear monitoring and evaluation (M&E) and reporting mechanism and the lack of a resource mobilization strategy for funding, hampered the implementation of SHaSA 1 and activities of most Specialized Technical Groups.

On the basis of this analysis, the updated SHaSA (SHaSA 2) is designed to provide users with quality harmonized statistical information in all areas of integration in order to foster better formulation and effective monitoring of integration and development, according to the timelines of the different agendas. Its overall objective is to contribute to the development of an integrated Africa that speaks with one voice – one that constitutes a dynamic force on the global arena.

5.2. Strategic vision

The vision of the African Statistical System (ASS) is as follows: “An efficient statistical system that generates reliable, harmonized and timely statistical information covering all dimensions of political, economic, social, environmental and cultural development and integration of Africa.” This supports the implementation of the AU’s Agenda 2063 to build an “integrated, prosperous and peaceful Africa led by its people and representing a dynamic force on the international scene” (African Union, 2009). This vision will be achieved through the implementation of SHaSA 2, which is anchored on four strategic themes, as elaborated in the next section.

5.3. Strategic Themes and Objectives

SHaSA 2 aims to address the challenges of producing quality statistics, coordinating the African Statistical System, enhancing institutional capacities, and developing a statistics culture across the continent. The four strategic themes and their strategic objectives are set out in Table 12.

5.3.1 Strategic Theme 1: Produce quality statistics for Africa

There have been incessant calls for quality statistical information to inform policy formulation and decision-making processes in Africa. Quality statistical information is essential not only for the design and implementation of policies (at national, regional and continental levels), but also for monitoring the implementation of these policies and for the evaluation of their impact on society.

Strategic theme 1 is a clear approach to ensure the availability of such information in all areas of integration and development. It has three objectives: (i) expanding the statistical information base; (ii) transforming existing statistics for comparability; and (iii) harmonizing the standards and methods of statistical production.

Strategic objective 1.1: Expand the statistical information base

This strategic objective aims to broaden the existing statistical information base to cover all areas of integration and development, notably political, economic, social, environmental and cultural domains, as well as the adaptation of statistical changes to the structure of economies. This involves conducting regular population and housing censuses (PHCs), household surveys, agricultural censuses and surveys, economic surveys, the strengthening and harnessing of administrative sources, including registration systems, the development of business registers, annual national enterprises balance sheet, geographical maps, and disaggregated data up to the local level.

Table 12. Strategic themes and objectives of SHaSA 2

| Code | Strategic Theme | Objectives |
|-----------|---------------------------|---|
| 1 | Strategic Theme 1 | Produce quality statistics for Africa |
| 1.1 | Strategic Objective 1.1 | Expand the statistical information base. |
| 1.2 | Strategic Objective 1.2 | Transform existing statistics for comparability |
| 1.3 | Strategic Objective 1.3 | Harmonize the standards and methods of statistical production |
| 2. | Strategic theme 2: | Coordinate the production of quality statistics for Africa |
| 2.1 | Strategic Objective 2.1 | Establish effective coordination and collaboration mechanisms |
| 2.2 | Strategic Objective 2.2 | Define statistical priorities for the implementation of integration and development agendas |
| 3. | Strategic theme 3: | Develop sustainable institutional capacities of the African Statistical System |
| 3.1 | Strategic Objective 3.1 | Reform and enhance National Statistical Systems |
| 3.2 | Strategic Objective 3.2 | Reform and enhance regional and continental statistical systems |
| 3.3 | Strategic Objective 3.3 | Develop sustainable statistical capacities |
| 3.4 | Strategic Objective 3.4 | Establish an effective technological environment |
| 4. | Strategic theme 4: | Promote a culture of quality policy and decision-making |
| 4.1 | Strategic Objective 4.1 | Drive evidence-based decisions through the increased use of statistics |
| 4.2 | Strategic Objective 4.2 | Improve the communication of statistical information |

Within this framework, the African Statistical System will take advantage of new and innovative data sources to fill the data gap and respond to data demand in new areas. All this will ensure the availability of a wide range of low-cost statistical data to respond to the growing demand.

Strategic objective 1.2: Transform existing statistics for comparability

This strategic objective calls for the adoption of restatement and adjustment methodologies and the production and validation of comparable data.

Comparable statistical data are necessary for the informed formulation of policies and the decision-making process in support of the integration and development agenda.

Strategic objective 1.3: Harmonize standards and methods of statistical production

Adapting international standards and methods to African realities will provide harmonized statistical data in support of the integration and development agenda and will contribute to

the applicability of international standards and methods in the specific context of Africa.

5.3.2 Strategic Theme 2: Coordinate the production of quality statistics for Africa

On several occasions, the lack of coordination of statistical activities has been identified as the main obstacle to statistical development in Africa. Uncoordinated interventions by different actors may lead not only to duplication of activities but also to the inefficient use of resources.

Strategic theme 2 contains initiatives for the development of an improved coordination of the African Statistical System.

Strategic objective 2.1: Establish effective coordination and collaboration mechanisms

The establishment of effective coordination mechanisms implies: (i) the implementation of a protocol defining the roles and responsibilities of each actor in the ASS; (ii) strengthening of the ASSC; and (iii) cooperation between different actors. The expected outcomes of these initiatives include more efficient use of resources and a regulated environment for statistical development.

Strategic objective 2.2: Define statistical priorities for the implementation of integration and development agendas

The identification of statistical priorities and the selection and definition of statistical indicators will lead to a harmonized ASS work program in line with integration and development policies.

5.3.3 Strategic Theme 3: Develop sustainable institutional capacities of the African Statistical System

Building the capacity of the African Statistical System lies at the heart of SHaSA 2 because without it, ASS actors will not be able to produce and disseminate the harmonized quality statistics needed for the development and Integration agendas.

The implementation of Strategic Theme 3 requires the realisation of its three strategic objectives, namely: (i) to reform and enhance National Statistical Systems; (ii) to develop sustainable statistical capacities; and (iii) to establish an effective technological environment.

Strategic objective 3.1: Reform and enhance National Statistical Systems

What are the essential elements needed for a broad-based and comprehensive reform of the NSS? Among the many crucial elements which need to be taken into account, are the following: the adoption of statistical laws and regulatory frameworks in line with the African Charter on Statistics; the elaboration of a Code of Ethics for the profession of the African statistician; the integration of statistics in national development processes; the development and implementation of National Strategies for the Development of Statistics (NSDS); the organization of peer reviews; and the establishment of adequate and sustainable funding for statistical activities.

Ultimately, what is aimed at through these initiatives is better coordination and development of statistical activities, effective NSSs, autonomous

and professionally independent NSOs, adequate and sustainable statistical funding, and better regulatory frameworks for statistical activities. All this will favor the emergence of better statistical governance and advocacy for statistics.

Strategic objective 3.2: Reform and enhance regional and continental statistical systems

This strategic objective aims at the establishment of professionally independent governance structures, the creation of statistical units in REC Secretariats that do not yet have them (CEN-SAD, IGAD), enhancing of the statistical functions of the RECs, and the operationalization of the AU Institute for Statistics. Expected results include: harmonized programs and better coordination of statistical development.

Strategic objective 3.3: Develop sustainable statistical capacities

This objective will be achieved through the development of a harmonized training program, the establishment and strengthening of in-service training centers in NSOs, the strengthening of schools and centers for statistical and demographic training, the operationalization of the Yamoussoukro Pan-African Statistical Training Center, participation in international training programs, and networking and involvement of Young African Statisticians (YAS) in statistical activities at all levels. Expected outcomes include the training of competent statisticians, an increased number of statistical training centers as world-renowned Centers of Excellence, and a growing pool of experienced and operational statisticians.

Strategic Objective 3.4: Establish an effective technological environment

The development of a Management Information System (MIS) to monitor the integration program, the establishment of a statistical database, and the standardization of dissemination tools and platforms will help to achieve this objective. The expected results of the implementation of these initiatives include: effective monitoring of integration and development efforts; better policy formulation and decision-making on the basis of facts; the dissemination of coherent data, and accessible statistical information.

5.3.4 Strategic Theme 4: Promote a culture of quality policy- and decision-making

Another obstacle to statistical development in Africa is the lack of a statistics culture. Policy-makers and the general public are generally unaware of the crucial role that statistics can play in society; this lack of knowledge has a negative impact on the quality and availability of statistics.

Strategic theme 4 seeks to address this issue through two strategic objectives: (i) to drive evidence-based policies and decision-making through the increased use of statistics; and (ii) to improve the communication of statistical information.

Strategic Objective 4.1: Drive evidence-based decisions through the increased use of statistics

Implementation of initiatives under this objective will enable decision-makers and legislators to use statistics in their speeches and to carry out

better advocacy and sensitization on the use of statistics. This will improve the quality of policies and decisions and subsequently improve their economic and social outcomes.

Strategic Objective 4.2: Improve the communication of statistical information

This implies the development of a strategy for data dissemination and a communication plan that will lead to an increase in the use of statistics and improved quality of policies and decisions.

Table 13. Strategic Matrix for Harmonized Quality Statistics by Theme and Objective
 5.4. Strategic Matrix for Harmonized Quality Statistics by Theme and Objective

5.4.1 Strategic Theme 1: Produce quality statistics for Africa

Strategic objective 1.1: Expand the statistical information base

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|---|---|---|--|--|--|
| 1.1.1. Conduct regular Population and Housing Censuses (PHC) | Census maps are updated; greater availability of statistical information on population (composition, distribution, size and growth, migration, etc.), employment, education, social and economic sectors, health, housing / living conditions, poverty, gender, projections, etc. | Number of countries that organized PHCs between 2015-2024 and published the results | 30 countries organized and published the results of their HPC during the period 2015–2020; 54 countries organized and published the results of their HPC by 2024 | Better knowledge of population and housing, and social indicators Clarification of integration and development agendas (e.g. national development plans, Agenda 2063, 2030 Agenda, AfDB Strategy 2013–2022) | Commitment, capacity and competence of African countries to plan and conduct censuses. Availability of NICTs, mobiles, computers, mobile technology, internet, etc. | Resources not available on time and / or insufficient Low technical capacity and political will Very low level of priority given to GHPC in countries. <i>Mitigation measures:</i> Establishment of a statistical fund Increased advocacy for GHPC South-South cooperation Coordination of efforts Use of ICTs |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|---|---|--|--|---|--|
| 1.1.2. Regular organization of household surveys | Statistical information on population (composition, distribution, size and growth, migration, etc.), employment, education, social and economic sectors, health, housing / living conditions, poverty, gender, etc. are updated and available | Update of HPC results. Number of countries that have organized household surveys in the decade 2015–2024 and published the results | 40 countries organized and published the results of the household surveys during the period 2015–2020; 54 countries organized and published the results of their household surveys by 2024 | Updating social indicators Illumination of integration and development agendas (e.g. national development plans, Agenda 2063, 2030 Agenda, AfDB Strategy 2013–2022) | Commitment, capacity and competence of African countries to plan and conduct household surveys. Availability of NICTs, mobile technology, computers, internet, etc. | Resources not available on time and / or insufficient Low technical capacity and political will <i>Mitigation measures:</i> Establishment of a Statistical Fund Enhancing advocacy for statistical surveys South-South cooperation Pooling of efforts Use of ICTs |
| 1.1.3. Regular organization of agricultural censuses and annual surveys on agriculture | Agricultural and rural statistics are available Food security statistics are available Performance and information for monitoring the state of the agricultural sector are put in place | Number of countries participating in the World Program for the Census of Agriculture 2020 (2016–2025) Number of countries that organize regular agricultural surveys | 35 countries organize agricultural censuses until 2020 and publish the results 45 countries organize annual agricultural surveys and publish the results | Better food security and nutrition Increased information on the rural sector Provision of information useful for agricultural projects | Commitment, capacity and competence of African countries to plan and conduct agricultural surveys and censuses Availability of NICTs, mobiles, computers, PDAs, internet, etc. | Resources not available on time Lack of technical capacity and political will <i>Mitigation measures:</i> Establishment of a statistical fund Increase advocacy for agricultural censuses and surveys South-South cooperation Coordination of efforts Use of ICTs |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|---|---|---|---|--|--|
| 1.1.4. Regular organization of economic censuses and surveys | <p>Industrial statistics (production, prices, value added, number of enterprises by economic division, etc.) are available</p> <p>Economic statistics (national accounts (quarterly and annual), Household Consumer Price statistics, statistics on distribution (domestic trade) and border trade are available</p> <p>Investor perception is known</p> <p>Statistical information on innovation; research and development, infrastructure, transport, communications, energy, natural resources, environment, climate change, tourism and cultural property, etc. are available</p> | <p>Number of countries that organize economic censuses (e.g. census of enterprises) during the period 2017–2026</p> <p>Number of countries that regularly organize economic surveys</p> <p>Periodicity of censuses and economic surveys</p> | <p>40 countries carry out economic censuses and publish results in 2020</p> <p>54 countries carry out economic censuses and publish results in 2026</p> <p>54 countries carry out economic surveys and publish results in 2020 and 2026</p> | <p>Enhancing and improving knowledge on economic sectors covered by economic censuses and surveys</p> | <p>Commitment, capacity and competence of African countries to plan and conduct economic surveys and censuses</p> <p>Strong demand for statistical data to inform decision-makers (e.g. inflation rate, economic growth rate, interest rate, investment, etc.)</p> | <p>Resources not available on time and / or insufficient</p> <p>Low technical capacity and political will</p> <p><i>Mitigation measures:</i></p> <p>establishment of a Statistical Fund</p> <p>Enhancing advocacy for statistical surveys</p> <p>South–South cooperation</p> <p>Coordination of efforts</p> <p>Use of ICTs</p> |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|--|---|--|---|---|--|
| 1.1.5 Informal sector surveys | Statistical information on the informal sector is available | Number of countries organizing informal sector surveys Periodicity of surveys | 20 countries survey the informal sector (IS) and publish the results in 2020 45 countries conduct IS surveys and publish results in 2026 | Better management of the economy and the informal sector | The informal sector is an essential component of African economies | Lack of technical capacity Insufficient mobilization of resources <i>Mitigation measures:</i> Establishment of a Statistical Fund Enhancing the technical capacities of the countries |
| 1.1.6. Regular collection of data on governance, peace and security (surveys and administrative sources) | Statistical information on governance, peace and security is available | Number of countries conducting surveys and / or using administrative sources for data collection on governance, peace, & security | 25 countries organize annual surveys and / or use administrative sources on governance, peace, and security and publish the results from 2018; rising to 35 countries from 2020 and 54 countries by 2026 | Good knowledge of governance issues, and the peace and security situation | Governance, peace and security are now adopted as sustainable development objectives and become a priority at national, regional, continental, and international levels | Lack of technical capacity and political will Resources not available on time <i>Mitigation measures:</i> Establishment of a Statistical Fund Enhancing the technical capacities of the countries. |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|---|--|---|---|--|
| 1.1.7. Development and organization of the collection of socio-economic information from administrative sources | The coverage of data sources is improved Costs associated with data collection are reduced Quality of data and statistical information on the criteria for economic convergence are enhanced Business registers and business directories are set up and operated | Number of countries that collect socio-economic information from administrative sources | 54 countries publish socio-economic information from administrative sources in 2018 | Better knowledge of the economic situation | Countries are interested in collecting socio-economic data from administrative sources | Low technical capacity to organize the collection and use of data as well as analysis of results <i>Mitigation Measure:</i> Technical capacity building for the countries |
| 1.1.8. Improvement of Civil Registration and Vital Statistics (CRVS) systems | Civil registration systems and databases are in place | Number of countries with an effective civil registry system | 30 countries with effective CRVS systems in 2020 54 countries with effective CRVS systems in 2026 | Better informed civil policy Better tracking of population movements | The monitoring of civil status becomes one of the national, regional, continental, and international priorities | Low technical capacity of countries to organize civil status, and the collection, exploitation and analysis of vital statistics <i>Mitigation Measure:</i> Technical capacity building for the countries |

Strategic objective 1.2: Transform existing statistics for comparability

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|--|---|--|--|--|---|
| 1.2.1. Adoption of reprocessing and adjustment methodologies | Handbooks on reprocessing and adjustment methodologies are available by statistical domain | Number of manuals with harmonized methodologies for the continent | Manuals on reprocessing methodologies and adjustment data from 2018. | Comparable statistics for policy formulation and decision-making in support of integration and development | Comparable statistics for policy formulation and decision-making in support of integration and development | Difficulties in adapting international technology and methodologies to the African context. <i>Mitigation measures:</i> Adapting technology and methodologies to the realities of the continent |
| 1.2.2. Production and validation of comparable data. | Comparable data are published and available | Number of statistical areas with comparable data | Comparable statistical data in all areas of integration by 2020 at the latest. | Comparable statistics for policy formulation and decision-making in support of integration and development | Harmonization agreement and comparability of data in the context of the SHaSA's implementation. | Norms and standards differ from one region to another Lack of technical capacity <i>Mitigation measures:</i> Development of common harmonization methodologies and tools Capacity building for the countries South-South cooperation |

Strategic Objective 1.3: Harmonize the standards and methods of statistical production

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|---|--|--|---|--|--|
| 1.3.1 Operationalization of specialized technical groups (STGs) | Work programs are available for each STG | Number of meetings Number of manuals | At least 2 meetings per year for each STG | Improved sectoral methodologies adapted to the African context Harmonization of working methods Harmonized statistics | Agreement for the implementation of the STGs in the context of the SHaSA's implementation | Countries not buying into STGs Insufficient resources <i>Mitigation measures:</i> Establishment of means for the operation of the STGs |
| 1.3.2 Implementation of standards and methods adopted by the STGs | Manuals on common standards and methods are available | Number of harmonized statistical areas | 54 countries apply common standards by latest 2020 | International standards and methods applicable to African realities | Opportunities for African statisticians to meet, discuss and adopt positions on statistics issues, Agenda 2063, AfDB's High 5 Priorities and SDGs. | Absence of methods of African origin to reflect political, economic and cultural values, and practices in the continent. <i>Mitigation measures</i> Revision, definition of standards and methodologies taking into account political, economic and cultural values, and current practices on the continent. |
| 1.3.3. Development of a quality assurance framework [quality kit] and consistency of national data between sectors | Quality data validated and certified are available | Number of countries with a functional quality assurance framework work | 54 countries have quality assurance frameworks from 2020 | Improved data quality | Strong demand for consistent and quality-certified data | Lack of technical capacity Low NIS leadership <i>Mitigation measures:</i> Enhancing NSS technical capabilities Enhancing NSOs' leadership in SSN |

5.4.2 Strategic Theme 2: Coordinate the production of quality statistics for Africa
Strategic objective 2.1: Establish effective coordination and collaboration mechanisms

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|---|--|---|--|--|
| 2.1.1. Development of a protocol defining the roles and responsibilities of ASS actors in the implementation of the SHaSA 2 | The strategy or protocol is developed and in place | Number of actors applying the protocol | All actors in the ASS implement the protocol and play their role correctly from 2017 | Improved ASS coordination | Willingness to collaborate between institutions | Little or no buy-in to the protocol <i>Mitigation measures:</i> Awareness of ASS actors |
| 2.1.2. Enhancement of the activities of the African Statistical Coordination Committee (ASCC) | Common annual programs of ASS activities are available Calendar of meetings and events is available | Number of meetings and events | Implementation of the Common Annual Statistical Program from 2017 | Harmonized program Harmonized statistics | Willingness of ASS actors to cooperate and work together under SHaSA | Ineffectiveness of ASSC related to non operation <i>Mitigation measures</i> Awareness of ASS actors Relaunch activities during the implementation of SHaSA 2 |
| 2.1.3. Enhancement of coordination at the regional level | Regional Strategy for the Development of Statistics (RSDS) aligned to SHaSA 2 is available Regional coordination meetings of RSDS are held | Number of regions with RSDS anchored to SHaSA | 6 RECs have developed / updated their RSDS in 2018 8 RECs have RSDS from 2020 | Improved coordination at the regional level Implementation of SHaSA 2 at the regional level through the implementation of the RSDS | The willingness of the RECs to work on the basis of the RSDS and to facilitate the implementation of the NSDSs of their member countries | Insufficient resources at REC level Non-accession of member countries to the RSDS <i>Mitigation measures:</i> Provide funds for the implementation of RSDS in the REC's budget Development of RSDS in a participatory manner |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|---|--|--|--|--|
| 2.1.4 Development and implementation of NSDSs anchored to SHaSA 2 | NSDS aligned to SHaSA 2 are available Implementation reports for NSDS are available | Number of countries that have developed / updated NSDS anchored to SHaSA 2 Number of countries involved in the implementation of NSDSs | 40 countries have designed / updated their NSDS anchored to SHaSA 2 in 2020 and 54 countries in 2024 40 countries that have implemented their NSDS in 2020 and 54 countries by 2024 | SHaSA 2 and RSDS are implemented in countries through their NS-DSS | Willingness of countries to work on the basis of SHaSA 2 and RSDS | Insufficient resources at the country level Non-accession of national actors to NSDS and SHaSA 2 <i>Mitigation measures:</i> Funding for the implementation of NSDSs in country budgets Development of NSDSs in a participatory and inclusive manner |
| 2.1.5. Appointment of SHaSA 2 national, regional, and continental coordinators | The institutional framework of SHaSA 2 is operational | Number of appointed coordinators | 54 countries, 8 RECs, 3 pan-African institutions, AFRISTAT, 8 STCs have coordinators in 2017 | Improved coordination of the implementation of SHaSA 2 | Willingness of actors to implement SHaSA 2 in a coordinated manner | Non-membership of ASS actors Low level of leadership <i>Mitigation measures:</i> Enhancing leadership Advocacy for statistics |
| 2.1.6. Enhancement of the South-South cooperation | Statistical capacities in the areas of statistical cooperation are improved | Number of countries involved in cooperation | All countries are committed to South-South cooperation from 2017 | African statistical system enhanced | Many countries have technical capacities to share | Low resources in some countries Low level of expertise in certain areas <i>Mitigation measures:</i> Fund for South-South cooperation |
| 2.1.7. Building strong partnerships with foundations, civil society, partners, users, etc. in the continent and outside the continent | Actors and financial and technical partners are involved in the development of African statistics | Number of partnerships established | 54 countries have strong partnerships with other ASS players from 2018 | Enhanced national statistical systems Improved mobilization around statistics | Existence of more and more unofficial producers | Low level of involvement of certain actors <i>Mitigation measures</i> Establishing a partnership framework with all ASS stakeholders including foundations, civil society, partners, users, etc. |

Strategic objective 2.2: Define statistical priorities for the implementation of integration and development agendas

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|--|---|--|---|--|---|
| 2.2.1. Identification of statistical priorities | 10-year continental Action Plan is available | Number of statistical sectors covered | All statistical sectors covered in the Action Plan | Harmonized statistical work program in line with the priorities of Agenda 2063, the AfDB's 2013–2022 Strategy and its 5 priorities, Agenda 2030 with SDGs | Political will of the ASS to monitor the implementation of development agendas | Non-validation of statistical priorities in SHaSA <i>Mitigation measures:</i> Development of statistical priorities in an inclusive and participatory way Validation of the CoDG |
| 2.2.2. Selection and definition of statistical indicators | Statistical indicators, their definitions, formulas and computational techniques are available | Number of statistical indicators produced and published | Statistical indicators updated every year | African statistical system harmonized to meet the priorities of Agenda 2063, AfDB's 2013–2022 strategy and its 5 priorities, and Agenda 2030 with SDGs | Country commitment to follow-up implementation of development agendas | Low technical capacity of countries to monitor indicators <i>Mitigation measures:</i> Technical capacities building for the countries |

5.4.3 Strategic Theme 3: Develop sustainable institutional capacities of the African Statistical System
Strategic objective 3.1: Reform and enhance National Statistical Systems

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|--|---|---|---|---|
| 3.1.1. Implementation of the African Charter on Statistics (ACS) | Instruments of ratification are available; The African Charter on Statistics is integrated into the legal instruments of the countries and the RECs (law, NSDS, RSDS, etc.) | Number of countries that have signed and / or ratified the ACS and taken it into account in their legal instruments | 54 countries ratified in 2020 | ASS has a legal and regulatory framework | Charter in force since 2015 | Poor adherence to the principles of the Charter due to non-ratification by some countries <i>Mitigation measures:</i> Advocacy for ratification |
| 3.1.2. Updating the ACS to include emerging issues (big data, data revolution, open data, etc.) | The process of revising the ACS has started | Number of countries that have taken into account the revised ACS in their legal instruments | 54 countries have taken into account the revised ACS in their legal instruments in 2020 | ASS has an updated legal and regulatory framework | Country willingness to have a common policy on emerging issues | Non-accession of countries to emerging issues <i>Mitigation measures:</i> Advocacy for the implementation of the updated ACS |
| 3.1.3. Development of a Code of Ethics for the African statistician and a system for the protection of the profession of African statistician | A Code of Ethics for African statisticians is available Professional body for African statisticians is established The Statute of African Statisticians is available and recognized | Number of countries applying the Code of Ethics for African statisticians Number of countries recognizing the status of African statisticians | 54 countries apply the Code of Ethics for African statisticians by 2020 System of protection for the profession of African statistician is adopted at the latest in 2020 | Protecting the profession of the African statistician Possibility of professional mobility of statisticians in the African space | Willingness of countries to have a professional space open to all African statisticians | Non-adherence of countries to the Hemispheric Initiative on the Code of Ethics <i>Mitigation measures:</i> Advocacy for the Code of Professional Ethics |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|--|--|--|---|--|--|
| 3.1.4. Establishment of sustainable financing for statistical activities and a pooling of resources | The African Statistics Fund is available and functional National Statistical Funds are functional | African Fund plus regional and national funds Other financing arrangements Sustainability of funding sources | African Statistics Fund established in 2018 At least 25 National Statistical Funds created in 2020 | Adequate and sustainable funding for statistical activities in the continent | Initiatives for sustainable financing of statistics (e.g. allocation of 0.15% of the national budget to statistics, statistical tax) | Lack of political will and leadership <i>Mitigation measure:</i> Advocacy for statistical financing |
| 3.1.5. Organization of peer reviews | Reports of peer reviews on NSS are available | Number of countries evaluated | 25 countries evaluated until 2018 35 countries evaluated in 2020 54 countries evaluated in 2026 | Improved national statistical systems | Existence of a decision by the AU Summit on the institutionalization of peer reviews | Resources not available on time <i>Mitigation measure:</i> Advocacy for securing funding for peer reviews |
| 3.1.6. Creation of independently managed and professionally independent NSOs | NSOs are autonomous and professionally independent | Number of autonomous and professionally independent NSOs | 30 autonomous and professionally independent NSOs in 2018 54 autonomous and professionally independent NSOs in 2024 | Better adaptation of resources to the needs of statistical production Improvement in the quality of statistical products | Implementation of the African Charter for Statistics | Insufficient financial resources Lack of political will <i>Mitigation measures:</i> Advocacy for statistics Ensuring professional independence |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|--|---|---|---|---|
| 3.1.7. Establishment of governance structures to promote statistical production | The governing bodies of SHaSA 2 are set up and functioning (councils / committees / associations) | Number of countries with functioning statistical councils / committees / associations. | 54 countries create governance structures by 2020 | Better governance and advocacy for statistics | Several countries have put in place governance structures | Low political will Lack of leadership of statistical governance structures <i>Mitigation measures:</i> Advocacy for statistics |

Strategic objective 3.2: Reform and enhance regional and continental statistical systems

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|---|--|--|---|--|--|
| 3.2.1. Creation of statistical functions in RECs that do not yet have them (e.g. CEN-SAD and IGAD) | The statistical entities of RECs are functional | Number of functional statistical entities created | 2 statistical entities set up by 2020 at the latest | Improved coordination of statistical development within the RECs. | More than 6 RECs have functioning statistical entities | Low political will <i>Mitigation measures:</i> Advocacy for statistics within the RECs |
| 3.2.2. Operationalization of the Statistical Institute of the African Union | The AU Institute of Statistics is functional | Programs of activities Reports Action plan 2017–2026 | Implementation of the annual activities of the Action Plan from 2017 to 2026 | Statistical activities harmonized and enhanced and developed on the continent | Decision establishing the Institute | Insufficient resources allocated to the Institute <i>Mitigation measures:</i> Adequate allocation of resources |

Strategic objective 3.3: Develop sustainable statistical capacities

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|--|--|--|---|---|--|--|
| 3.3.1. Creation of continuous education centers in NSOs or enhancement of existing centers | Training centers created; Existing training centers are strengthened | Number of centers created Number of centers reinforced | 10 centers created or enhanced in 2020. 20 centers created or enhanced in 2026 | Improvement of technical capacity NSO statistical staff | Ongoing initiatives Ground-breaking for the Pan-African Center for Statistical Training in Yamoussoukro | Low priority given to in-service training Insufficient resources for continuing education <i>Mitigation measures:</i> According a high priority to the continuous formula Adequate allocation of resources |
| 3.3.2. Enhancement in the capacity of schools and centers for statistical and demographic training | Schools and statistical training centers have become Centers of Excellence in statistical training | Number of schools and centers benefiting from capacity building | 2 schools and centers in 2020 5 schools and centers in 2026 | Qualitative and quantitative improvement of the education provided by schools and centers | The training units concerned already exist and themselves formulate statistical capacity building programs | Insufficient resources allocated to capacity building <i>Mitigation measure:</i> Adequate allocation of resources to schools and statistical training centers |
| 3.3.3. Participation in international statistical training programs | Statisticians are trained in international programs | Number of African statisticians participating in international statistical training programs | 200 statisticians trained per year | Qualitative and quantitative improvement of the competencies of African statisticians | Existence of international statistical training programs | Insufficient coordination Insufficient resources <i>Mitigation measures:</i> Coordination by the Pan-African Training Center for statisticians Increased resources dedicated to programs |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|--|--|---|---|---|--|
| 3.3.4. Capacity building for Young African Statisticians (coaching and mentoring) | Young statisticians are better introduced to the practice of the profession and are well supervised | Number of young statisticians mentored | 100 youths per year | Capacity building of Young African Statisticians (coaching and mentoring) | Existence of several programs for young statisticians | Insufficient coordination Insufficient resources <i>Mitigation measures:</i> Coordination by the AU Statistical Institute Increased resources dedicated to young statisticians' programs |
| 3.3.5. Operationalization of the Pan-African Statistical Training Center | Specialized postgraduate programs, continuing education and training of non-statisticians are in place | Number of programs Number of managers trained | 3 postgraduate programs set up by 2020 and 5 by 2026 100 statisticians per year in various statistical fields 20 non statistician managers trained per year | Qualitative and quantitative improvement of the competencies of African statisticians | Existence of the center and support provided by the ASS | Delays in the preparation of programs Insufficient resources <i>Mitigation measures:</i> Timeliness of program development Adequate allocation of resources to the Center |

Strategic Objective 3.4: Establish an effective technological environment

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|--|---|--|---|--|
| 3.4.1. Development of an integrated information system with links at national, regional, and continental levels | The essential links of the ASS have reliable, integrated and networked information subsystems | Number of actors with a network subsystem Number of areas covered | 54 members of the network in 2018 54 subsystems are accessible | Better data storage Improved accessibility to countries' data | Existence of the Africa Information Highway (AIH) developed by the AfDB at the country, regional and continental levels | Non-appropriation of the AIH by the different actors of the ASS Lack of system maintenance <i>Mitigation measures:</i> Enhancing the training of ASS actors on the various modules of the AIH Allocation of sufficient resources for maintenance |

5.4.4. Strategic Theme 4: Promote a culture of quality policy and decision-making
Strategic Objective 4.1: Drive evidence-based decisions through the increased use of statistics

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Strategic Enablers | Risks / Mitigation Measures |
|---|---|---|---|--|--|--|
| 4.1.1. Dialogue between ASSS and decision-makers and legislators so that their discourse is based on statistics | Statistics are used in speeches and interventions and for quality decisions | Number of meetings organized by the ASS Number of decision-makers applying statistics in decision-making Use of statistics in debates in parliament | Meetings with decision-makers and parliamentarians at the national, regional, and continental levels from 2018 | Improved quality decisions Improved socio-economic outcomes | Governance programs in countries prefer the use of reliable statistics for dialogue | Socioeconomic piloting at sight without referring to statistics <i>Mitigation measures:</i> Strengthening of advocacy for the use of statistics |
| 4.1.2. Advocacy for the use of statistics | The Advocacy Strategy, the annual reports on the dialogue with governments, parliaments, civil society and the private sector are available | Number of countries with an Advocacy Strategy | Advocacy Strategy finalized and implemented in all 54 states from 2018 | Decisions of improved quality Improved economic and social outcomes | Governance programs in countries prefer the use of reliable statistics for dialogue. | Marginalization of statistics at the time of vital decisions Poor interpretation of statistics <i>Mitigation measures:</i> Enhancing advocacy for the use of statistics |
| 4.1.3. Integration of statistics into national and regional development plans | The NSDS and the RSDS are integrated as strategic axes of national and regional development plans | Number of countries that have integrated the NSDS as a strategic focus of their development plans Number of REC that have integrated the RSDS as a strategic focus of their development strategies | 20 countries with the NSDS as the strategic focus of their development plan in 2018 54 countries with the NSDS as the strategic focus of their development plan in 2026 8 RECs with RSDS as the strategic focus of their development plan in 2020 Improved quality decisions | Improved quality decisions Improved socio-economic outcomes | Country Governance Program Timetable for monitoring the implementation of the integration and development agendas | Lack of political will to make statistics a cardinal axis of development strategy <i>Mitigation measure:</i> Enhancing advocacy for statistics |

Strategic Objective 4.2: Improve the communication of statistical information

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | Favorable Strategic Factors | Risks / Mitigation Measures |
|---|---|--|---|--|--|---|
| 4.2.1. Development of a Strategy for the Dissemination of Data | The Data Dissemination Plans /Strategies / Guidelines are available | Number of countries with a Data Dissemination Strategy | 20 countries with a Data Dissemination Strategy in 2018 54 countries with a Data Dissemination Strategy in 2026 | Better information on available statistics Improved data accessibility Better information on available statistics Improved data accessibility | Some ASS actors already have systems and tools for data dissemination | Lethargy of stakeholders in data dissemination <i>Mitigation measure:</i> Enhancing the use of modern means of disseminating data |
| 4.2.2. Development of national, regional, and continental communication plans | Approved Plans and Communication Strategy on SHaSA 2, RSDS and NSDS are available | Number of countries with communication plans Number of countries with websites Use of websites User perceptions | 10% annual increase in website visitors from 2018 Biannual survey on user satisfaction organized from 2018 10% annual increase in website visitors from 2018 Biannual survey on user satisfaction organized from 2018. | Increased use of statistics. Better knowledge and implementation of SHaSA 2 | The ASS recognizes the key role of communications in the field of statistics | Weakness of ASS actors in communication <i>Mitigation measures:</i> Enhancing the use of modern means of communication |

CHAPTER 6:

Implementation Mechanism of SHaSA 2

The implementation mechanism is a crucial aspect of SHaSA 2. It is for this reason that the different stakeholders of the ASS have been brought together and consulted regarding its conception and its actualization. This approach ensures that all the activities selected are carried out in a consensual manner according to the resources available. It also promotes the monitoring, performance evaluation, and reporting of SHaSA 2.

In addition to the Strategic Matrix provided in Chapter V, SHaSA 2's action plan and financing plan are developed for the period 2017–2026, taking into account the priorities and capacities of the various actors in the ASS.

6.1. Governance Structure

Implementation of SHaSA 2 will follow a pattern that involves statistical actors, policy-makers, the private sector, and all those interested in statistics in Africa. It will be carried out through the activities of continental organizations and through regional and national statistical systems. This approach involves the establishment of a coherent pyramid scheme that enables the ASS to meet the need for reliable statistics harmonized at national, regional, continental, and international levels. The governance structure for SHaSA 2 at the continental level is shown in Figure 3; thereafter its constituent bodies are discussed.

Assembly of the Union

The Assembly of Heads of State and Government of the Union (the Summit) will approve guidelines on the implementation of SHaSA 2. It will be regularly informed by the Conference of Ministers on the implementation of SHaSA 2.

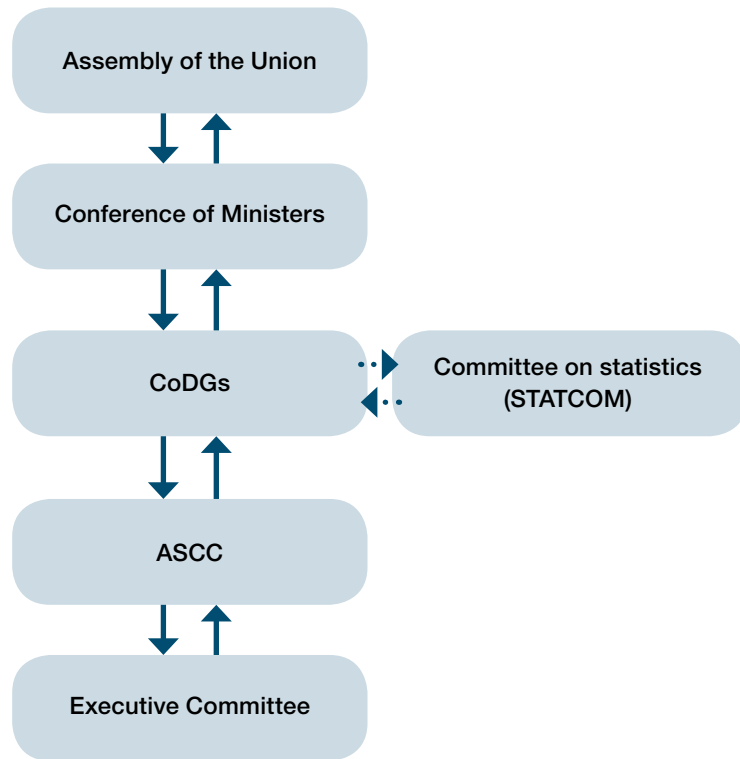
Conference of Ministers

Each year, a report on the implementation of SHaSA 2 will be prepared by the AU Institute for Statistics and forwarded to the CoDG which, after review and endorsement, will submit it to the Conference of Ministers (Meeting of the AU Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa) for consideration and recommendations to the Summit. This will enable Ministers to scrutinize the difficulties and opportunities for making proposals on the effective implementation of SHaSA 2.

Committee of Directors-General (CoDGs)

The AU Institute for Statistics will act as Secretariat to the CoDGs, and it will be supported technically by the AUC, the AfDB, ECA, and ACBF.

Figure 3. SHaSA 2 governance structure at the continental level



Implementation of the strategy will be under the technical supervision of the CoDGs. The CoDGs will consider the report prepared by the ASCC on the implementation of SHaSA 2 and make recommendations to the Conference of Ministers. In addition, the CoDG will supervise the work of STATAFRIC and the Pan-African Statistical Training Center. It will define the strategic direction of these units and, where necessary, carry out a technical evaluation of the implementation of the activities and programs of these two institutions.

The CoDG is composed of Directors-General of National Statistical Offices of all African countries. For greater effectiveness in the implementation of SHaSA 2, the CoDG may invite UN Systems including Bretton Woods Institutions, civil society, the private sector, development partners, and foundations that support statistics in Africa to participate in its various sessions, as observers.

Committee on Statistics (StatCOM-Africa)

UNECA, which plays a dual role as UN body and is part of the regional institutional landscape in

Africa, organizes every two years the meeting of Committee on Statistics in Africa (commonly known as StatCOM-Africa). The responsibility of the Committee regarding SHaSA are:

- » Establish a link between the African Statistical System and the Global Statistical System including informing global statistical community on progress regarding statistical harmonization in Africa;
- » Make recommendations on the implementation of SHaSA 2 in accordance with the Committee on Statistics strategic direction on statistical development in Africa;
- » Discuss topical statistical issues, methodological guidelines, recommendations and international standards and how they can apply within SHaSA 2 framework, taking into account African realities.

African Statistical Coordination Committee (ASCC)

The ASCC will be strengthened and will coordinate the work on SHaSA 2. The AU Institute for Statistics will act as Secretariat to ASCC and will work closely with other pan-African institutions. The ASCC will be chaired by the Chair of the CoDGs. Other members of ASCC include the 5 members of the Bureau of CoDGs, AFRISTAT, and RECs.

The Terms of Reference of the ASCC are to:

- » Promote general coordination, integration, and complementarity;

- » Advocate for the development of statistics in Africa;
- » Promote and coordinate the implementation of SHaSA 2;
- » Discuss the report of the Executive Committee on the implementation of SHaSA 2 and make recommendations to CoDGs;
- » Prepare a joint annual statistics program and events;
- » Ensure that the STGs are functional;
- » Strive to alleviate the burden of the production of reports on African countries;
- » Ensure that the recommendations take African realities into account;
- » Coordinate the mechanisms to facilitate the use of international systems;
- » Promote good practices;
- » Create working groups based on needs;
- » Coordinate the preparation of CoDGs; and
- » Ensure the monitoring of the implementation of the recommendations of CoDGs.

Executive Committee (EC)

In order to effectively coordinate the implementation of SHaSA 2, coordinators at national, regional, and continental levels will be appointed. Each country will nominate a National Coordinator

for SHaSA 2 through the implementation of NSDS within the National Statistical System. Similarly, at regional and continental levels, RECs, Regional Statistical Organizations, schools and pan-African organizations will appoint Regional and Continental Coordinators at their levels. The Coordinators are responsible for the implementation of the directives and regulations in their respective countries, regions, and institutions. They are also tasked to ensure proper follow-up and to prepare regular reports on the implementation of SHaSA 2. A consolidated annual report will be prepared and submitted to the ASCC for consideration.

The Executive Committee (EC) is composed of all the Coordinators at national, regional, and continental levels.

6.2. Technical Institutional Arrangements for the Implementation of SHaSA 2

6.2.1. Specialized Technical Groups

The Specialized Technical Groups (STGs) will be revitalized in order to continue their activities in each identified statistical area under the coordination of countries and the responsibility of the AU Institute for Statistics. They will be streamlined and better oriented toward achieving results. These groups, which will have at most 20 members, will be composed of statisticians and other professionals from Member States, pan-African institutions, RECs, specialized agencies, regional and international agencies, civil society, the private sector, and other experts in the areas under review. Membership will be voluntary and on a rotating basis between countries. The chairmanship of the groups must be rotating. Geographical and linguistic representativeness in

groups and continuity in group work should be ensured.

The STGs will prepare and implement sectoral action plans for statistical harmonization in the area concerned; they will develop and / or adopt international standards and methodological guidelines for statistical harmonization in their respective fields.

The AU Institute for Statistics will assist African countries in the implementation of these standards and methodologies through technical assistance missions, regional workshops, national training, immersion courses, knowledge sharing, and South–South cooperation, etc. Continued commitment to enhancing the statistical capacity of countries and RECs should be considered.

Each STG should hold at least two meetings per year. A total of 18 STGs will be formed (see Table 14) around different statistical domains. In addition to the 13 existing STGs, five new STGs will be created, namely an STG on the mobilization of political will; STG on ITC for statistical production; STG on emerging statistical issues; STG on sustainable development (Agenda 2063, AfDB Strategy 2013–2022, Agenda 2030 and its SDGs and STG on NSDS). Experts from African countries that are members of the UN expert group on SDGs (IAEG-SDGs) should be part of the STG on sustainable development. To the extent possible, STGs should coordinate / synchronize their activities with similar groups of other regional / continental frameworks / programs.

6.2.2. Lead countries or champions

The lead countries or champions will be designated to lead the STGs for the effective

implementation of SHaSA 2. Pan-African institutions provide the secretariat for the various groups. STATAFRIC will establish the programs of activities of the STGs (see Table 14).

Table 14: List and composition of the Specialized Technical Groups

| No | Specialized Technical Groups | Lead Country or Champions (to be determined) | Secretariat | Composition (Other members) |
|----|--|--|-----------------|---|
| 01 | STG-GPS (Governance, Peace and Security) | | AUC/AfDB | ECA, ACBF, RECs, NEPAD, APRM, Member States |
| 02 | STG-ES. External Sector (External Trade and Balance of Payments) | | AUC/AACB | ECA, AfDB, ACBF, REC, AFRITAC, Member States |
| 03 | STG-MF (Money and Finance) | | AACB/ | AUC, ECA, AfDB, ACBF, RECs, AFRITAC, Member States |
| 04 | STG-NA&P (AGNA) (National Accounts and Price Statistics) | | ECA/AfDB/ AUC | RECs, AFRISTAT, AFRITAC, Member States |
| 05 | STG 2&T. (Infrastructure, Industries & Tourism) | | AfDB/NEPAD | AUC, ECA, ACBF, RECs, Member States |
| 06 | STG-PFPS&I. (Public Finance, Private Sector and Investment) | | AfDB | AUC, ECA, ACBF, RECs, AFRISTAT, AFRITAC, Member States |
| 07 | STG-STE. (Science, Technology & Education) | | AUC/ACBF/ NEPAD | AfDB, ECA, RECs, Member States |
| 08 | STG-So. Demography, Migration, Health, Human Development, Social Protection & Gender | | ECA/AUC | AfDB, ACBF, RECs, Afristat, Member States |
| 09 | STG-Env. (Agriculture, Environment, Natural Resources, & Climate Change) | | AfDB/AUC | ECA, ACBF, AFRISTAT, REC, NEPAD, FAO, UNEP, Member States |
| 10 | STG-CB (AGROST). Statistical Training and Capacity Building. | | ECA/ACBF/AUC | AfDB, RECs, AFRISTAT, STCs, ACBF, AFRITAC, Member States |
| 11 | STG-Labor and Informal Sector Statistics | | AUC/AfDB | ECA, RECs, ILO, Member States |
| 12 | STG-Classification | | ECA/ AFRISTAT | AUC, AfDB, RECs, Member States |

| No | Specialized Technical Groups | Lead Country or Champions (to be determined) | Secretariat | Composition (Other members) |
|----|---|--|---------------|---|
| 13 | STG-Statistics on Civil Registration | | ECA/AUC | AfDB, AFRISTAT, RECs, UNICEF, UNFPA, WHO, Member States |
| 14 | STG-Sustainable Development | | AUC/AfDB/ECA | AFRISTAT, NEPAD, RECs, UNDP, Member States |
| 15 | STG-ICT for Statistical Production | | AfDB/AUC | ECA, AFRISTAT, RECs, Member States, STCs |
| 16 | STG-Mobilization of Political Will | | AUC/AfDB | ECA, AFRISTAT, RECs, Member States |
| 17 | STG-Emerging Statistical Issues | | AfDB/ECA/ACBF | AUC, AFRISTAT, RECs, UNDP, STCs, Member States |
| 18 | STG-National Strategies for the Development of Statistics | | AUC/AfDB/ECA | ACBF, AFRISTAT, RECs, PARIS21 STCs, Member States |

6.2.3. Roles of the African Union Institute for Statistics

In accordance with the African Charter on Statistics, the legal mandate for the production of official statistics of countries is the exclusive responsibility of the national statistical authorities. This is a matter of national sovereignty. Similarly, harmonization, production, and validation of official statistical data across Africa will be the exclusive responsibility of the AU Institute for Statistics, popularly known as STATAFRIC created in 2013 by Decision of the Heads of State and Government of the AU (annex 1). The Institute will have the legitimacy to validate and ultimately publish official statistics on African countries.

Principles for positioning of the AU Institute for Statistics

The following principles should guide the positioning of the Institute:

- i) *Guardianship*: Without being a department of the AUC, the Institute shall be under the guardianship of the African Union.
- ii) *Scientific and professional independence*. The institute must have scientific and professional independence, in particular vis-à-vis the political power and any interest group. The methods, concepts, and nomenclatures used for the execution of a statistical operation must be chosen by the statistical authorities without any influence whatsoever and in accordance with the rules of ethics and good conduct (cf. African Charter on Statistics).

- iii) *Legal mandate for the publication of official statistics on Africa and spokesperson for Africa:* Based on the countries' production base, the Institute must have a clear legal mandate enabling it to collect, verify, validate, and publish African statistics in relation to African development and integration. It must be the spokesperson or voice of Africa in the field of statistics at the international level.
- iv) *Organizational and financial autonomy:* The Institute must have its own budget that can ensure its financial autonomy vis-à-vis its donors, including the decision-making bodies of the African Union. It must have sufficient and stable resources to meet the statistical requirements for African development and integration at the national, regional, and continental levels. Provision of these resources is mainly the responsibility of the governments of Member States and pan-African institutions (in particular the AfDB, AUC, ACBF, and ECA). In addition, financial support will be sought from development partners supporting the continent in the field of statistics.
- v) *Credibility:* The Institute must have great credibility at the national, regional, continental, and international levels. It will be a Center of Excellence, enabling the African continent to assert itself as one of the world's scientific poles in the field of statistics. It will be the guarantor of the quality of statistics produced on Africa, the validation and certification of African statistical data that it will publish as the most reliable source of data.
- vi) *Power and authority:* The Institute must have the supranational power (the elaboration of norms, standards, directives, decisions, etc.) so that they can be adopted and applied by all statistical actors on the continent. It will have the power to convene high-level leaders and political actors to discuss or solve statistical problems.
- vii) *Appointment of officials:* The appointment of officials should be made by calling for applications at the international level, limited to the nationals of the Member States of the African Union. The people who embody it must have great credibility within African and international statistical communities.

Mandates, missions, and roles

- » The vision of the Institute is “to be the reference centre for the production of official quality statistics on Africa.”
- » It will be at the heart of the implementation of SHaSA 2 (Secretariat for SHaSA 2 implementation) and as such will coordinate and ensure the implementation of all strategic initiatives.
- » The Institute should have the mandate to carry out technical statistical audits with RECs and African countries to verify statistical operations, collection methodologies and instruments used, collection processes etc., certification of data with a view to guarantee the quality of the statistics produced on Africa, and the uniqueness of the sources given on the continent. It will also have to carry out

organizational audits (peer evaluation of the NSS, etc.).

- » The Institute will be the pilot organ that will support the continent to address issues related to African integration and also serve as the monitoring organ for economic convergence.
- » It may organize technical assistance to countries upon request; promote South–South cooperation, particularly between NSOs on the continent; encourage the sharing of innovation and good practices, and experiences, etc.
- » The Institute will be responsible for the coordination and regulation of the African Statistical System for the production of quality statistics on the continent.
- » It will be in charge of the organization of the work of the STG and the consolidation of their reports.
- » It will organize a common framework of work on the follow-up of the implementation of the three agendas at all levels.
- » The Institute will have to put in place a system allowing the protection of the profession of African statistician.

A protocol clearly describing the mandate, roles, powers and scope of the authority of the Institute and its relations with existing institutions will be prepared and adopted.

Role and principles of the Pan-African Statistical Training Center

Created in 2013 by a Decision of the Heads of States and Government Summit (annex 2), the Center will play a key role in statistical capacity building in the framework of the implementation of SHaSA 2.

The Pan-African Statistical Training Center will be a complementary structure to existing schools and training centers and will serve as an instrument for filling the missing links in the training programs.

The same principles set out for STATAFRIC apply to the Center for its positioning:

- i) *Guardianship*: Without being a unit of the AUC, the Center shall have the guardianship of the African Union.
- ii) *Scientific and professional independence*. The Center will have a scientific and professional independence, in particular vis-à-vis the political power and any interest group.
- iii) *Legal mandate*: Coordination and harmonization of statistical training.
- iv) *Organizational and financial autonomy*: The Center must have its budget which can ensure its financial autonomy vis-à-vis its donors, including the decision-making bodies of the African Union. It must have adequate and stable resources to meet the needs for statistical training in the framework of statistical capacity building needed for African development and integration at the

national, regional, and continental levels. Provision of these resources is primarily the responsibility of the governments of the Member States.

- v) *Credibility*: It is a Center of Excellence, enabling the African continent to assert itself as one of the world's scientific hubs in the field of statistical training. It is the guarantor of the quality of statistical training in Africa and the certification of statistical diplomas and degrees.
- vi) *Power and authority*: The Center must have supranational authority (to define harmonized standards and curricula, as an accrediting body, the Center will have to regularly evaluate centers and schools of statistical training in order to adapt training to the needs and requirements of the labor market. It will have the power to convene high-level leaders and political actors to discuss and solve statistical problems.
- vii) *Appointment of officials*: As also applies to the African Union Institute of Statistics, the nomination of those responsible should be made by calling for applications at the international level, limited to nationals of Member States of the African Union. The people who embody it must have great credibility within African and international statistical communities.

Mandates, missions and roles

The Vision of the Center is: "To be the centre of reference for training in the framework of statistical capacity building in Africa".

Complementing existing African schools and universities in statistics and demography, the mandate, missions and roles of the Center are based on the following elements:

- » Coordination and harmonization of statistical training in Africa;
- » Accrediting body for schools and training centers. On the basis of a framework defining harmonized standards and curricula, as an accrediting body, the Center will have to evaluate schools of statistical training in Africa with regard to an Accreditation in Statistical Training in Africa, in collaboration with the Association of African Statisticians (AfSA);
- » Capacity building, statistical training and research;
- » Supervision of Certification of diplomas and degrees in statistical schools and universities. The Center will also undertake regular evaluations of training centers and schools in order to adapt training programs to the needs and requirements of the labor market;
- » Validity and recognition of diplomas and degrees: The Center will also have to come closer to the African and Malagasy Center for Higher Education (CAMES), UNESCO, and the Ministries of the Higher Education of the Member States for the recognition and validation of diplomas and degrees. The certificates, diplomas and degrees recognized by the Center must be recognized by the Member States and give rise to advances and / or promotion at the country level;

- » Mobility: Facilitate the mobility of students and teachers and remove language barriers between statisticians on the continent.

A protocol clearly describing the mandate, roles, powers, and scope of the authority of the Center and its relationship with existing schools, training centers, and universities will be prepared and adopted.

Training Programs of the Center

As a place for sharing and exchanging experiences and knowledge, the Center will offer:

- » Postgraduate programs (specialization in the different fields of statistics: national accounts, agricultural statistics, prices, etc.) and continuing education;
- » Specific training adapted to the needs of the countries and, if necessary, relocated training;
- » Language courses; and
- » Courses on the management of statistical organizations, statistical marketing, leadership, advocacy, statistics culture, statistics for non-statisticians, policymakers, media, etc., all emerging and topical issues in the field especially big data.

The Center is also the place for the regular updating of theoretical and practical knowledge in statistics for the teaching staff of schools and statistical training centers. It can also organize meetings between employers and students.

The Center will establish a partnership or network with existing centers, schools, and universities. For the specialization, the Center will organize work-linked training (training and internships) or other forms of training.

6.2.5. Scientific Committee

A Scientific Committee composed of academics, researchers, and statistics users will be set up to evaluate the annual work programs of the Pan-African Statistical Training Centre and the Statistical Institute in order to ensure coherence and alignment with user needs and the evolution of the structure of economies.

6.2.6. Roles of National Associations of Statisticians and the Association of African Statisticians

National associations, the Association of African Statisticians (AfSA), STATAFRIC and the Pan-African Statistical Training Center must work closely together to oversee professional ethics, the certification of the profession of African statistician in Africa and the accreditation of centers and schools. Associations should attract and maintain African statisticians within them, offering opportunities and information (job offers, online courses, low-cost seminars and information on new developments in statistics, etc.). Associations should defend the interests of African statisticians and promote a statistics culture within different segments of society.

6.2.7. Enhanced partnerships

The development of statistics in Africa is a very complex and enormous undertaking involving

a plethora of different actors. The ASS now witnesses the emergence of the two new actors, namely the AU Institute for Statistics and the Pan-African Statistical Training Center, to which the ASS has entrusted the task of coordinating the implementation of SHaSA 2 and the Training. In this context, it is imperative to enhance the existing partnerships between the entities of the African Statistical System. To this end, pan-African institutions (AUC, AfDB, ECA, ACBF), RECs, and AFRISTAT will revitalize their collaboration in order to successfully implement the SHaSA 2 2017–2026 Action Plan.

Particular emphasis will be placed on the role of the RECs as the main technical arms of the SHaSA 2, responsible for its implementation in their geographical areas. This requires effective and enhanced collaboration between Member

States, South–South cooperation, and the pooling of efforts and resources. The main objective is to ensure that the RECs effectively play their role of relay and work harmoniously in the implementation of continental policies or decisions in their respective regions.

This new statistical landscape calls for other types of partnerships, notably with the private sector, which can contribute to the financing of statistics, foundations, civil society, development partners, researchers, academics, media and journalists, and users etc. both inside and outside the African continent.

Table 14 lists the various meetings to be organized by the governance structures for the implementation of SHaSA 2.

Table 15. List of meetings of governance structures of SHaSA 2

| Group | Description |
|--|--|
| Specialized Technical Groups (STGs) | Meeting of the 18 STGs twice a year (a total of 20 to 25 people) |
| Executive Committee (Coordinators of SHaSA 2) | Annual Meeting of SHaSA 2 Coordinators. |
| Bureau of CoDG, Heads of Statistics Units at Pan-African Organizations, RECs, Regional Statistics Organizations and STCs | Meeting of ASCC (twice a year) |
| Directors-General of NSOs and Heads of Statistical Organizations and Heads of STCs | Meeting of the annual session of the Committee of Directors General (CoDG) and Statcom (every two years) |
| Ministers of Finance, Planning, Integration and Economic Development | Joint Annual meeting of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration; and ECA Conference of African Ministers of Finance, Planning and Economic Development |
| Heads of State and Government of the African Union | Summit of Heads of State and Government of the African Union |

CHAPTER 7:

Monitoring, Evaluation, and Reporting

Monitoring, evaluation, and reporting will be essential activities to ensure the effective implementation of SHaSA 2. This implementation is described in the framework of a results-based logical framework matrix, which shows for each strategic objective, the activities required with the performance indicators, reference situations, targets to be achieved, verification methods, risk and mitigation measures, and responsible actors.

7.1. Monitoring and evaluation

Monitoring and evaluation (M&E) activities are critical to the effective implementation of the SHaSA 2 ten-year Action Plan. M&E will facilitate the transparent management of SHaSA 2. The participatory and inclusive approach will promote the involvement of all ASS links in their proper implementation at different levels.

Monitoring is an on-going activity consisting of the systematic collection of data and information related to the indicators in order to provide the various actors of the ASS with information on the progress and achievements of the objectives, as well as the use of resources allocated to SHaSA 2. The evaluation also provides a systematic and objective measurement of the results achieved in the implementation of SHaSA 2 in order to determine relevance, effectiveness, and impact in achieving the objectives.

The evaluation will assess: (i) the progress of the activities and the achievement of expected outputs; (ii) the quality of the work undertaken and the products obtained, including timeliness; and (iii) the use of resources. During this exercise, lessons will be learned, and corrective actions will be taken to improve implementation.

The M&E activities will be carried out at quarterly, half-yearly, annual, and biannual intervals according to their specificities and, as indicated in the next section, their activities will be documented in reports. In addition to these routine activities, there will be an overall external evaluation of SHaSA 2 every two years.

At the end of the implementation of the 10-year Action Plan, the final evaluation will be carried out to assess (i) the effects of SHaSA 2 on the ASS and (ii) its impact.

7.2. Reporting

As a key element of transparency, reporting enables the sharing of information on the implementation of SHaSA 2 between the various ASS stakeholders and their partners. The reporting mechanism in place specifies the various reports to be prepared and their periodicity, as well as the initiating and receiving ASS units. The AU Institute for Statistics, as the General Coordinator for the implementation of

SHaSA 2, should ensure that all reports are submitted on time.

Lead countries in collaboration with STATAFRIC, the Pan-African Statistical Training Center, the AfDB, ECA and ACBF will be responsible for implementing the activities of the STG Sectoral Action Plans and will be required to submit periodic reports which will detail the Implementation of activities according to standards.

The CoDG, as a Board of Directors, will monitor the full implementation of the Strategy and formulate recommendations for improved implementation and results. The Institute, in collaboration with the AfDB, ECA, and the RECs, will ensure the smooth and timely implementation of activities. The Coordinators (DG, STATAFRIC, Pan-African Training Center, AfDB, ECA, ACBF and RECs) will present a detailed annual report evaluating the implementation of SHaSA 2 for the CoDG.

Table 16. Reporting mechanism for the Implementation of SHaSA 2

| Type of report | Periodicity | Unit in charge | Recipient |
|--|------------------------------|--|-------------------------|
| Periodic Review | Annual, biannual, mid-yearly | STATAFRIC | CoDGs |
| National Statistical Activity Reports (NSDS) | Biannual | NSOs | REC |
| Reports of regional activities (RSDS, training, NSDS of the countries of the region) | Biannual | RECs, regional organizations, schools and universities | STATAFRIC |
| STGs Activity Report | Biannual | Leading country | STATAFRIC |
| Report of activities of pan-African institutions | Biannual | AUC, AfDB, ECA, ACBF, Statistical Training Centre, AACB, | STATAFRIC |
| Consolidated Activity Report (CAR) | Annual | STATAFRIC | EC and ASCC |
| Consolidated Activity Report (CAR) | Annual | STATAFRIC | CoDGs |
| CAR amended and validated by the CoDGs | Annual | CoDG | Conference of Ministers |
| Annual Report on Statistics | Annual | Conference of Ministers | Summit |
| Resolutions of Ministers | Annual | Conference of Ministers | Summit |

Each Coordinator will produce progress reports on the state of implementation of SHaSA 2. The various national reports will be consolidated at the regional level by the Regional Coordinators (RECs), who will submit the regional activity reports to the AU Statistical Institute. The Institute will prepare a consolidated Annual Report with those prepared by the other continental institutions. This Annual Report will be forwarded to the CoDG for review and advice.

In addition to the amended report, the CoDG will prepare statistical draft resolutions which it will submit to the AU Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the Conference of Ministers for Finance, Planning and Economic Development of the ECA. The Conference of Ministers, after consideration and adoption of the resolutions, will transmit them to the Summit (Heads of State & Government of the African Union) for adoption. Table 16 summarizes the reporting mechanism.

CHAPTER 8:

Political Will and Leadership

8.1. Background

The adoption of SHaSA I in July 2010 by the Summit of Heads of State and Government marked a turning point in the field of African statistics. Subsequent to the adoption of the African Charter on Statistics in January 2009, ShaSA I constituted another important step towards raising awareness in Africa of the vital role that harmonized statistics play in social analysis and in providing a reliable basis for decision-making and economic forecasting at the national, regional, and continental levels. The process of implementing SHaSA I has, moreover, contributed to the growing understanding that statistics are an indispensable tool for the good governance of countries, regions, and the continent because they make it possible to measure objectively the fulfillment of commitments and the progress of societies.

SHaSA 2 builds on the progress made by ShaSA I and continues to harness political will towards full harmonization of statistics on the continent. To ensure that the ASS works as effectively and efficiently as possible over the coming years and is able to meet the increased demand for data that is posed by recent initiatives (including Agenda 2063, the African Development Bank Strategy 2013–2022 and its five priorities, and the UN's Agenda 2030 for Sustainable Development), political leaders will be required to prioritize

quality, timely, reliable, and harmonized statistical production across the continent. This relates not only to resource allocation and support at the national level, but also to full and effective engagement at regional and continental levels.

Effective implementation of SHaSA 2, will therefore require:

- » Strengthening and continuing at all levels (national, regional, and continental) political will and commitment to statistics;
- » Enhancing leadership in the field of statistics at all three levels (national, regional and continental); and
- » Engendering behavior change among key players at all levels.

8.2. Roles of the Statistical Actors in SHaSA 2

8.2.1 Fostering political will and commitment

Statistics production is a key process of knowledge generation. The choices that are made along the statistical production process in relation to the focus of data collection, methods of processing and analyzing data, and modes of dissemination, have the ability to shape the

way that we view and understand challenges and opportunities and to inform strategic decision-making. To ensure that the statistics produced are relevant to the needs of national, regional, and continental decision-makers therefore, the entire process of statistical production must be owned, directed, and supported by the appropriate actors in Member States and in the wider ASS. These actors must fulfil their roles to ensure that the statistical production system generates the knowledge that their countries, regions, and continent have prioritized, based largely on the principle of self-sufficiency and responsibility. In this way, statistics should be viewed as an area of national and continental sovereignty, which political actors must manage and safeguard.

A significant lesson learned from the implementation of SHaSA I has been that political will is vital to ensure that statistics are prioritized in national and regional programs. Consequently, in order to signal political will and commitment, the African Union Commission should:

- » Continue to advocate for all countries that have not yet ratified the African Charter on Statistics to do so as soon as possible and
- » Invite Member States to adapt their national statistical laws to the requirements of the Charter.

In addition, Member States may wish to exchange their best practices and experiences such as the adoption by Tunisia of its own National Charter of Statistics based on the African Charter on Statistics.

Political commitment also determines resource mobilization, without which statistical production is not possible. Financial and other resources are crucial for statistical production, as is high-level political commitment to the use of statistics for policy-making, which serves to elevate the importance of statistics among all stakeholders. It has been noted elsewhere in this document that the advent of Agenda 2063 and Agenda 2030 have placed increased demands on National Statistical Systems (NSSs). To meet these demands and to ensure that countries make real progress towards the *Africa We Want* and the *World We Want*, NSSs will require solidarity and commitment from political leaders.

8.2.2 Increasing and allocating resources

It is widely accepted that large-scale statistical activities such as censuses and surveys require considerable resources. However, there are myriad other activities that are necessary to ensure the effective functioning of statistical systems, such as the promotion of the utilization of administrative data sources. This requires as a prerequisite the strengthening of administrative data systems, which will be vital over the lifetime of SHaSA 2. In addition, increased demands placed on NSSs relating to the incorporation of new sources of data, utilizing new technologies, and responding to user demands, all contribute to the resource needs of NSOs and wider statistical systems. Moreover, with each new and additional activity, political leaders must recognize the need for concerted capacity building to ensure that data producers and users can work effectively together in an evolving data ecosystem.

At present, the low level of political commitment to statistics has resulted in the continent facing a chronic deficit in statistical financing, with only about 20% of the needs provided for by national resources. This high dependence on external resources does not allow for efficient strategic planning of statistical activities and makes it very difficult to implement National Strategies for the Development of Statistics (NSDSs). The NSDS process was established to ensure that countries have ultimate control over the priorities for their statistical systems, as well as where resources would be allocated. With increased national resource allocation toward statistics, National Statistical Systems would be better positioned to produce data in line with country priorities that can connect to the policy-making cycle, and ultimately better meet the needs of a diverse set of users.

In recent years, there has been a growing awareness at the continental level of the need to address the overall deficit in statistical financing, as well as increase the proportion of funding from national resources for statistics. In order to effect this change, African countries and institutions must confirm their political will to increase the resources allocated to statistical activities through concrete actions. The decision of the Heads of State and Government to allocate 0.15% of the national budget each year to statistical activities is therefore welcome. However, to make commitments such as this will not be sufficient to create sustainable statistical systems unless it is put into action and made concrete in budget decisions. A handful of countries are already emerging as champions of statistical financing, such as Algeria, Botswana, and Morocco, which finance almost 100% of their statistical activities

from national budgets; Tanzania, which has already adopted and started to implement the 0.15% recommendation; and Ethiopia, which self-finances almost 80% of its statistical activities.

Raising finance in resource-constrained environments is undoubtedly challenging. However, political leaders must seek out opportunities to pursue innovative means of financing to provide the resources necessary for statistical production. For example, Chad finances its statistical activities through a statistical tax, a 2% levy that is placed on imports and exports, and the use of this levy to finance statistical activity is enshrined in law. Such commitment to financing statistical activities must be replicated across the continent.

While the activities and commitments of these countries are laudable, they should also be seen by others as examples of best practices to emulate.

8.2.3 Utilizing and advocating for statistics

Political commitment to increased resource allocation would help to revolutionize the production of statistics. However, political leaders must also commit to improved advocacy for statistics and its effective use. Political actors have an important role to play in elevating the importance of statistics by advocating for their use in key policy- and decision-making processes. Basing decisions on sound statistics will not only lead to better outcomes for citizens and countries, but will also signal to stakeholders that statistics are valued at the highest political levels. Moreover, as policy-makers interact with

statistics producers, a feedback loop can be created, so that datasets become more robust and focused on country priorities.

Advocating for programs focused on increased statistical dissemination, sharing and utilization such as establishing Open Data Initiatives, and building robust Management Information Systems – these are all very useful to signal high-level political commitment to building a strong NSS. In addition, political leaders must ensure that NSSs are operating in appropriate legal environments and that legislation is regularly reviewed to ensure that it remains relevant in the age of the Data Revolution. Moreover, NSOs must be guaranteed functional independence and autonomy to carry out their work in an unbiased and professional manner.

High-level political leaders also have a responsibility to advocate for decisions made at the regional and continental levels with regard to statistical harmonization, to enhance their effective translation into national-level statistical production.

8.2.4 Expected outcomes

The expected outcomes of a sustained focus on resources allocation for statistics, as well as advocacy for statistics at national, regional, and continental levels during the lifetime of SHaSA 2 include the following:

- » Financing for statistical systems at the national level should increase overall, taking into account the elevated demand on statistical systems, and a greater proportion of the

financing required should be provided by national resources;

- » The use of statistics for policy decisions should increase at the national level and statistical systems should be better able to provide data aligned with country priorities;
- » Across the continent, statistical systems should be operating in appropriate enabling environments; and
- » Regional and continental agreements relating to statistical harmonization should be effectively incorporated into national-level statistical production without unnecessary delay.

8.3. Leadership

The African Statistical System has often been criticized for its weak statistical leadership. Implementation of a strategy such as SHaSA 2 will require all key players in the system to fully embrace their roles and provide effective leadership at national, regional, and continental levels.

8.3.1 National-level leadership

At the national level, Statistical Councils, Boards, Committees and Directors-General of National Statistical Offices are primarily responsible for coordinating and harmonizing the statistical work of the entire NSS. For the successful implementation of SHaSA, these activities assume a very high priority, as it is at the country level that the majority of the work will be done. For example, NSOs must commit to the publication of metadata, undertaking transparent data

collection practices, and open and timely data and statistics communication.

NSOs not only act as the standard-bearers for official statistics at the country-level, they also provide technical guidance on the production of statistics, in particular thematic areas. NSOs orchestrate the technical activities of the entire data ecosystem, which has recently come to include new and diverse actors such as civil society organizations and the private sector. Thus, Directors-General of NSOs play a key role at the interface of country and regional/continental activities and must be responsible for keeping abreast of developments and translating harmonization requirements into concrete activities in both the NSO and throughout the NSS.

Finally, the NSS leadership plays a vital role in advocating for statistics at the highest national levels with regard to budget allocation and the need for statistics. In particular, they should see it as part of their remit not only to produce quality data, but also to ensure that data are used and valued amongst policy-makers and the wider user community.

8.3.2 Regional-level leadership

In the chain of continental harmonization and coordination, Regional Economic Communities (RECs) have an important role to play through the implementation of their integration policies, which are often accompanied by regional convergence mechanisms. With mandates from their Member States, RECs act as regional coordinators. While regional integration is crucial to enable wider continental integration in pursuit of Agenda 2063,

regional coordination of statistical production will also be vital to ensure that progress toward integration in all thematic areas can be accurately measured.

A key challenge to be addressed is that some RECs have little or no internal statistical capacity, which in turn limits their ability to provide statistical leadership. Thus, it will be necessary to build and strengthen both the internal statistical capacities of RECs and their ability to lead effectively in this area. Given that the implementation of SHaSA 2 will be dependent on the implementation of regional statistical strategies, the need to strengthen statistical abilities at the regional level is now urgent. Furthermore, a lack of funding for statistical activities has been a major barrier to the leadership at the regional level. For SHaSA 2 to be effective, therefore, more emphasis must be given to funding of statistical activities at the regional level.

8.3.3 Continental-level leadership

At the continental level, the ASS continues to recognize the African Union Commission as the body responsible for the implementation of SHaSA 2. This body has been successful under SHaSA 1 in elevating statistics to the highest level and bringing this issue to the attention of African Heads of State and Government.

In addition, SHaSA remains the roadmap for the functioning of STATAFRIC and the Pan-African Statistical Training Center, discussed previously in this document, which together are intended to improve statistical harmonization across the continent. While these institutions were established under SHaSA 1, they require further

strengthening and support over the coming years to allow them to fully carry out their mandate.

8.3.4 Expected outcomes

Effective leadership is undoubtedly critical for the successful implementation of SHaSA 2. The following outcomes in relation to leadership are expected over the lifetime of SHaSA 2:

- » At the national level, the NSS leadership will become more effective in coordinating NSSs and acting as the interface between national and regional/ continental bodies;
- » The internal statistical capacity of RECs will be strengthened, funding for statistical activities increased, and their leadership capacity in the area of statistical harmonization will be built;
- » The African Union Commission will continue to advocate for the importance of statistics and will implement SHaSA 2, moreover STATAFRIC and the Pan-African Statistical Training Center will become fully operational; and
- » The funding of SHaSA 2 will be the collective responsibility of the continent and its partners.

8.4. Behavior change

Implementation of SHaSA 2 calls for profound behavior change across the ASS, most notably among statisticians themselves, particularly at the national level. Statisticians must be proactive and take responsibility for acting in a professional manner at all times. Approaching their work as unbiased scientists with a commitment to a clear explanation of

working methods and utilizing methodologies in a transparent way, statisticians must begin to see their role as integral to the functioning of country economies and societies. In addition, they must ensure that statistical products are delivered to users in a timely manner and according to pre-agreed and communicated timetables in order to increase the relevance and credibility of these products.

While the new demands being placed on statisticians are considerable, statisticians should also view the elevated importance placed on statistics as an opportunity to improve statistical production. They should, therefore, be open to embracing innovations.

As National Statistical Systems become more inclusive, it will be necessary for statisticians and managers of statistical systems to build and sustain partnerships with diverse actors drawn from academia, the media, development partners, civil society, and the private sector. The NSS leaders must capitalize on political will and ensure that statistics are prioritized at the highest levels and remain an issue of national sovereignty.

At the regional level, members of the statistical divisions at the RECs must prioritize the drafting and implementation of Regional Strategies for the Development of Statistics (RSDSs) in line with their regional integration programs, and interact more effectively with Member States throughout these processes.

At the continental level, all actors involved in supporting institutions must continue to regard statistical development and harmonization as matters of the highest priority, with resulting

actions such as the resourcing of the continental institutions.

For too long, the ASS, comprising its regional and country members, has been undervalued and under-resourced, largely due to the weak political will and leadership. Under SHaSA 2 and against the backdrop of the Data Revolution, the attitude changes described above will help create the sustainable ASS that present circumstances and future generations demand.

CHAPTER 9:

Conclusion

While responding to the demand of policymakers and users to have harmonized quality statistics necessary for the implementation of the integration and development programs of the continent, SHaSA 2 responds to the need of the African Statistical System to have a tool for the harmonization of statistical activities in Africa. SHaSA 1, which was a first response to this need, had the same objective but because of the absence of an action plan, a financing plan, a resource mobilization strategy and taking into account emerging issues, its implementation has been only very partial.

In addition to the lessons learned from the implementation of SHaSA 1, several factors make it possible to envisage the successful implementation of SHaSA 2. First, there is the political will at the highest level of the continent, concretized by the Decision of the Heads of State and Government during the African Union Summit of 28 and 29 January 2018 and then, the strong will of the senior officials of the four pan-African institutions namely the President of the African Union Commission, the President of the African Development Bank, the Executive Secretary of the United Nations Economic Commission for Africa and the Executive Secretary of the African Capacity Building Foundation.

The success of this joint statistical initiative of the African Statistical System will also depend on (i) the commitment of the main actors including

the Heads of national, regional and continental statistical systems, (ii) the operationalization of the AU Institute for statistics and the Pan-African Statistical Training Center, (iii) the change of behaviour of statistical actors of the continent, (iv) the implementation of the road map for the data revolution; and (v) the mobilization of adequate resources to finance the activities selected in the action plan.

Other equally important activities will have to be undertaken to ensure the successful implementation, including active advocacy at all levels, dissemination and monitoring and evaluation of SHaSA 2 with regular reports of the governance bodies.

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Annex 1.

DECISION ON THE ESTABLISHMENT OF THE AFRICAN UNION INSTITUTE FOR STATISTICS IN TUNISIA

Doc. Assembly/AU/12(XX) Add.5

The Assembly,

1. **WELCOMES** the proposal of the Republic of Tunisia for the establishment of an African Union Institute for Statistics in Tunis;
2. **RECOGNIZES** the importance of the African Union Institute for Statistics to promote the production of official statistics of the African Union mainly by collecting, harmonizing and aggregating data published by the National Statistics Institutes of African countries;
3. **ALSO RECOGNIZES** the importance of the establishment of the African Union Institute for Statistics in the collection and publication of statistical data at the African level in order to shed light on the decisions of African institutions and educate African citizens accordingly;

4. **APPROVES** the establishment of the African Union Institute for Statistics that will be based in Tunis, Republic of Tunisia and express gratitude to Tunisia for its commitment to cover operating costs at the stage of its inception;
 5. **URGES** Member States that have not yet done so to sign, ratify and implement the African Charter on Statistics for its entry into force;
 6. **INVITES** Development Partners to support the project for the establishment of the African Union Institute for Statistics;
 7. **REQUESTS** the Commission in collaboration with the Government of Tunisia to take the necessary measures for the effective establishment and hosting of the proposed African Union Institute for Statistics;
 8. **FURTHER REQUESTS** the Commission, in collaboration with the Tunisian government to consider ways and means of establishing the Institute and to report to the Summit in January 2014.
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Annex 2.

DECISION ON THE IMPLEMENTATION OF THE AFRICAN CHARTER ON STATISTICS AND THE STRATEGY FOR THE HARMONIZATION OF STATISTICS IN AFRICA (SHASA)

Doc. EX.CL/806(XXIV)

The Assembly,

1. **COMMENDS** countries which have signed and ratified the African Charter on Statistics, and **CALLS ON** those which have not done so to sign and ratify it as expeditiously as possible;
2. **RESOLVES** to allocate adequate resources for the production and use of statistics in line with the principles of the African Charter on Statistics;

3. **RECALLS** Assembly/AU/Dec.424(XIX) of July 2012 on the creation of an African Statistical Training Centre, including the strategy for alignment of training initiatives to SHaSA;
4. **APPROVES** the offer of the Republic of Côte d'Ivoire to host the Training Centre that will be based in Yamoussoukro (Institut Polytechnique Félix Houphouet Boigny) and **EXPRESSES** gratitude to Côte d'Ivoire for its commitments to provide adequate facilities and equipments for its inception ;
5. **REQUESTS** the Commission, ECA, AfDB and ACBF in collaboration with the Ivorian Government to take the necessary measures for the effective establishment and hosting of the Centre.

Annex 3. Status of implementation of SHaSA from 2010 to 2016

STRATEGIC THEME 1: Produce quality statistics for Africa

Strategic Objective 1.1: Expand the statistical information base

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|---|---|---|--|--|---|---|
| Organize regular population censuses and household surveys (PHCs) | Statistical information on population: composition, distribution, size and growth, migration, employment, education, social and health, remittances from expatriates, housing / living conditions, poverty, gender dimension. | Number of countries that organized population censuses and household surveys during the period 2005–2014 and published results. | 53 countries committed to organizing regular surveys in 2010 and conducting regular surveys. 53 countries committed to organizing censuses and household surveys and publishing the results according to the recommended timetable. | MDGs and other social and demographic indicators to inspire an integrated development agenda | The majority of countries have organized PHCs and household surveys over the period 2005-2014, with the exception of Sierra Leone, which carried out theirs in 2015 due to Ebola in 2014, and Equatorial Guinea, which carried out its HPC in 2015 | <ul style="list-style-type: none"> • Security and political issues • Financing problems • Lack of human resources in quality and quantity • Lack of ICT skills • Lack of political will • Low coordination within the VMS • Paper questionnaire delays process • Urbanization and mapping exercise • Conflicts between NSO and UNDP data • Problems with the use of CAPI • Data quality (both PAPI and CAPI) • Time limits for the publication of thematic and analytical reports • South-South cooperation / pooling of resources | <ul style="list-style-type: none"> • Pertinent but refining performance indicators to take into account the timing of production of national statistics • Using CAPI to address its challenges • Improve the acceptance of results through advocacy • Developing civil registration & vital statistics • Robust inter-censal projections |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|---|---|--|--|---|---|
| Regular organization of economic censuses and surveys | Statistical information on employment, inputs, gross output and value added by different sectors and other business characteristics Statistical information on the spatial development initiative (SDI) (infrastructure, transport, energy, communications and water resources) | Number of countries that organize censuses during 2010-2025. Number of countries conducting IDS surveys Periodicity of SDI surveys 53 countries organize censuses every 5 years and publish the results. | 53 countries organize censuses every 5 years and publish the results. 53 countries conduct SDI surveys every 3 years | Value added in all vital sectors of the economy for the production of a comprehensive set of national accounts data including Gross Domestic Product (GDP) | The majority of countries carry out economic surveys and censuses but not regularly. | <ul style="list-style-type: none"> • Problem of definition of the informal sector • Conflict of data between the Companies Registry and the NIS Registry Data • Business refusal • Research and University is difficult to obtain information • Low response rates • Responsible for the burden • Through integrated questionnaires • Security issues • Funding problem and lack of political will • Limited capacity in terms of human resources – both quality and quantity • Non-mastery of ICT • South-South cooperation • Pooling resources | <p>Pertinent</p> <p>Advocacy to improve response rates</p> <p>Political commitment</p> <p>Business forums with companies to raise awareness</p> <p>Involving business associations</p> <p>The use of the Act should be the last resort</p> <p>MoU with tax entities to get their data</p> <p>CAPI allows short questionnaires</p> <p>Take into account the number of countries that collect economic information from administrative sources (eg DFS)</p> |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|--|---|--|--|---|--|---|
| Regular organization of agricultural censuses and annual surveys on agriculture. | Statistical information on the structure and organization of the agricultural sector Performance and information for monitoring the situation of the agricultural sector | Number of countries participating in the 2010 cycle of agricultural censuses (2005-2014) Number of countries that organize agricultural surveys. | 53 countries organize censuses every 10 years and publish the results 53 countries organize annual agricultural surveys and publish the results | Informed Food Security and Nutrition Initiative (eg CAADP) Better food security and nutrition | Most countries do not carry out agricultural censuses and surveys but plan to conduct them Annual surveys are under way in some countries. Botswana conducted the census last year | <ul style="list-style-type: none"> • Security problem • Funding problem and lack of political will • Limited capacity in terms of human resources in terms of quality and quantity • Non-mastery of ICT • South-South cooperation • Mapping due to use of GIS • Financial constraints for the census • Land Registration Systems | Pertinent but refining performance indicators to take into account new cycle NB: Take into account the number of countries collecting agricultural information from administrative sources |
| Organization of regular economic censuses and surveys | Statistical information to measure value added in all sectors of the economy essential for the production of a comprehensive set of national accounts statistics including GDP | Number of countries organizing the census of enterprises Periodicity of surveys | 53 countries published annual data on ISP in 2012 | Good basis of GDP estimates Scope of economic growth on the continent more realistic | The majority of countries have not organized economic censuses | | |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|---|--|--|--|---|---|
| Organization of regular economic censuses and surveys | Statistical information on: -the position of international investment - Investor perceptions | Number of countries producing surveys on private sector investment (PSI) Periodicity | 53 countries publish annual data on ISP as of 2012. | Position of international investment documented Informed Investment Policy | Most countries have not conducted the private sector survey Some countries (e.g., Mauritius) included the module on census investment and the economic survey Uganda has conducted a survey and Egypt organizes it annually for the private and public sectors | Security problem Funding problem and lack of political will Limited capacity in terms of human resources in terms of quality and quantity Non-mastery of ICT (interconnection of the administrative bases public treasury-taxes and domains-NIS on companies) Responses are not good when conducted in other economic surveys | Pertinent May be part of other economic surveys More information about the survey |
| | Number of countries organizing industrial surveys Periodicity of investigations | 53 countries publish annual industrial statistics as of 2012 | More efficient development of productive capacities on the continent | Statistical information on industries | Most countries organize industrial surveys annually and / or exploit administrative sources | Financing problem Non-mastery of ICT | Pertinent |
| | Statistical information on: -Innovation -Research and Development | Number of countries organizing surveys on science, technology and innovations (STI) Periodicity of surveys | 53 countries publish statistics on innovation, research and development by 2013 and every 5 years thereafter | Informed policy on innovation Documented importance of Science and Technology | Most countries organize surveys on innovation and research and / or use administrative sources | Financing problem Non-mastery of ICT Low capacity of ministries Coordination problem | Pertinent |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|--|---|---|--|--|---|
| Organization of regular economic censuses and surveys | information on: price statistics | Number of countries producing CPI | 53 countries publish CPI results by 2013 and every 5 years thereafter | Purchasing Power Parity (PPP) Decisions on investment and trade | Most countries organize price surveys All 53 countries have completed the CPI, but not all have renewed the survey every five years | Respect of publication and dissemination times for the CPI Respect of the periodicity of CPI surveys Users expect higher inflation rates than those produced by the NIS CPI funding | Pertinent Advocacy and user awareness Ex. Workshop for Journalists on Methodology |
| | Register: Population Trade Geographic frameworks Information on local government | Number of countries with registry-based systems | 53 countries have registry-based systems | Accessible and affordable production system | Most countries have a system based on registers | Promote biometric records | Pertinent |
| | Statistical information on the criteria for economic convergence | Number of countries compiling and publishing convergence criteria indicators | 53 countries publish annually indicators on the criteria for economic convergence from 2012 | Economic convergence | Most ECOWAS countries compile and publish indicators of convergence criteria | Harmonizing convergence criteria in Africa | Pertinent Defining convergence criteria for all of Africa |
| | Statistical information on gross national product (GNP) and its components | Number of countries compiling and publishing GNP | 53 countries publish their GNP statistics every year from 2012 | Better management of the Paris Declaration on Aid Effectiveness and MDG 8 | Most countries do not compile and publish GNP and its components | Lack of capacity to obtain information on nationals abroad | Pertinent Explore the methodology for estimating GNP |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|---|---|--|--|--|--|
| Organization of regular economic censuses and surveys | Statistical information on the Spatial Development Initiative (infrastructure) (Transport, Energy, Communications and Water Resources) | Number of countries organizing SDI surveys Periodicity of SDI surveys | 53 countries publish trade statistics every year from 2012 onwards. | Interstate connectivity on the basis of statistics and development | Most countries compile and publish information on spatial development | Exploitation/ of administrative sources. | Pertinent |
| | Statistical information on trade | Number of countries conducting trade surveys Periodicity of investigations | 53 countries publish trade statistics every year from 2012 onwards | Informed trade policy Improved trade on the continent | Most countries use administrative sources to produce statistical trade information Uganda carries out surveys on informal trade | Financing problem Completeness of coverage (cross-border trade) Lack of political will In Equatorial Guinea, the minister proceeds without consulting the NIS | Pertinent Consider conducting surveys on informal trade and trade in services |
| | Statistical Information on Industries | Number of countries organizing industrial surveys Periodicity of surveys | 53 countries publish annual industrial statistics as of 2012 | More efficient development of productive capacities on the continent | | | |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|---|---|---|---|--|--|--|
| Organization of regular economic censuses and surveys | Statistical information on climate change: CO2 emissions Rising sea levels Desertification | Number of countries organizing climate change surveys Periodicity of surveys | 53 Countries publish annual climate change statistics from 2012 | Better adaptation to climate change and easing its effects on the continent | Most countries use administrative sources to produce statistical information on climate change. Very few countries organize climate change surveys | Financing problem Completeness of coverage (logistics and technology) Political will International cooperation Human resources in quality and quantity Limited technical capacity | Pertinent (emerging theme) |
| | Statistical information on natural resources | Number of countries organizing surveys on natural resources Periodicity of surveys | 53 countries publish annual statistics on natural resources from 2012 onwards | Better management and exploitation of natural resources | Most countries use administrative sources to produce statistical information on natural resources Very few countries organize natural resource surveys. | Funding Completeness of coverage (logistics and technology) Political will International cooperation Human resources in quality and quantity | Pertinent (emerging theme) Consider satellites for the environment, tourism and energy GDP by district |
| | Statistical information on tourism and cultural goods | Number of countries organizing surveys on tourism and cultural properties Periodicity of surveys | 53 countries publish annual statistics on tourism and cultural goods in 2012 | A culturally and socially integrated Africa | Most countries publish monthly statistics on tourism Source: Immigration Most countries do not produce cultural statistics | Difficult to define the contribution of tourism to GDP Definitions and concepts of tourism | Pertinent Develop tourism satellite accounts |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|---|--|---|--|--|---|--|
| Reinforcement and enhancement of administrative and other statistical data sources | Statistical information on the informal sector | Number of countries organizing informal sector surveys Periodicity of surveys | 53 countries publish annual statistics on the informal sector in 2012 | Better management of the economy and the informal sector | Very few countries regularly organize surveys on the informal sector Equatorial Guinea conducts informal sector surveys on a monthly basis within the framework of the employment survey and other surveys As MICS | Financing problem Completeness of coverage Harmonization / implementation of concepts and definitions Political will International cooperation Human resources in quality and quantity Definition of informal | The survey may be incorporated into other surveys rather than a stand-alone survey |
| | Statistical information on vital events (especially births, deaths and causes of death) | Number of countries with an effective registry system | 53 countries with effective registry systems in 2020 | Public policy better inspired Better monitoring of development. | All countries have a biometric registry | Vital Statistics coverage is comprehensive Problem in rural areas Financing problem Political will Difficult to capture marriage in Kenya | Pertinent |
| | HIV / AIDS Surveillance | Number of countries with an HIV / AIDS surveillance system | 53 countries with an HIV / AIDS surveillance system by 2015 | Improved management of the HIV / AIDS scourge | All African countries have an HIV / AIDS surveillance system | Improve the collection system Funding | Pertinent Funding Improve dissemination platforms so information is accessible |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|--|--|---|--|---|---|--|
| Reinforcement and enhancement of administrative and other statistical data sources | Food, Health, and Nutrition Information System (FHANIS) | Enter in detail the type of indicators to be developed Number of countries with FHANIS Indicators on the import of foodstuffs Number of countries with immunization coverage statistics Number of countries with statistics on malnutrition and its consequences | 53 countries with a FHANIS surveillance system in 2015 | Improved food security and nutrition in households | Data are available through the MICS, EDS Funding Improve dissemination platform so information is accessible | | Redefining the content of food security, nutrition and health monitoring by identifying SMART indicators |
| Development of a statistical database on governance | Statistical information on: Governance, Peace and Security | Number of countries compiling and publishing information on Governance, Peace and Security | 53 countries publish annual information on Governance, Peace, and from 2012 onwards | A better governed Africa. | Several countries compile information on Governance, Peace, and Security South Africa is in the process of developing the system | Improve access to data sources Encourage publication of GPS reports Make regular GPS surveys Ensuring sustainability | Pertinent Need for sharing experiences and capacity building on governance statistics |

Strategic Objective 1.2: Transform existing statistics for comparability

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|--|--|--|--|---|--|
| Adopt methodologies for reprocessing and adjustment | Manuals on reprocessing and adjustment methodologies | Number of manuals | Manuals on reprocessing and adjustment methodologies in all areas of integration by 2013 | Comparable statistics for policy formulation and decision-making in support of integration | Reprocessing and adjustment methodologies exist in most countries and at the level of RECs | Methodologies vary from country to country and from one REC to another Quality human resources | Pertinent Harmonize the methodologies |
| Produce and validate comparable data | Publish comparable data | Number of statistical domains with comparable data | Comparable statistical data in all areas of integration by 2014 at the latest | Comparable statistics for policy formulation and decision-making in support of integration | Comparable data exist in most countries and at REC and continental levels | Harmonize all data between countries Quality human resources | Pertinent Coordination to avoid disparities between countries |

Strategic Objective 1.3: Harmonize the standards and methods of statistical production

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|---|------------------------|---|---|---|---|--|
| Adapting international standards and methods to African realities | Manuals on common standards and methods | Number of manuals | Manuals on common statistical standards and methods in all areas of integration by 2014 at the latest | International norms and methods applicable to African realities | Adaptation of international norms and methods to African realities carried out in part by AFRISTAT (Nomenclature of activities and products, indices, etc.) | To make this adaptation effective Financing Quality human resources | Pertinent Participate in the development of textbooks as a continent Africa should also introduce standards in new areas |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|----------------------------|--|---|---|--|---|-----------------------------|
| Implementation of adopted standards and methods | Harmonized statistics | Number of harmonized statistical areas | 53 countries apply common standards by 2014 at the latest | International standards and methods applicable to African realities | Most AFRISTAT countries have implemented adopted standards and methods (Prices, IHP) SNA93 is applied in almost all countries Ongoing action plan for SNA2008 for selected countries | All countries should migrate to SNA2008 | Pertinent |

STRATEGIC THEME 2: Coordinate the production of quality statistics for Africa
Strategic Objective 2.1: Enhance cooperation among institutions within the African Statistical System

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|--|--|---|---|--|--|--|---|
| Enhancing of the Statistical Coordination Committee in Africa (ASCC) | Joint program on statistical activities among pan-African institutions | Number of joint programs | Common annual statistical program | Harmonized program | ASCC no longer meets No common program for the three pan-African institutions | | Pertinent Revitalizing the ASCC Develop action plans and an M&E mechanism |
| Creation of statistical functions in RECs that do not yet have them (UMA, CEN-SAD, CEAAAC, IGAD) | Functional statistical entities | Number of functional statistical entities | 4 statistical entities set up by 2015 at the latest | Improved coordination of statistical development within RECs | AMU and ECCAS have established a statistical unit | Creation of statistical entities in the following RECs: CEN-SAD and IGAD | Pertinent RECs need a clear mandate to coordinate statistical activities at the regional level |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|--|--|---|--|---|---|--|
| Enhancing the statistical function within RECs | Function and statistical entity Common programs and profiles of regional statistical programs | Number of functional statistical entities Number of intra-regional programs | Annual work programs of RECs by 2011 | Improved coordination of statistical development within the RECs Harmonized regional programs | ECOWAS, SADC, EAC, UMA, EC-CAS, COMESA have statistical programs and organize statistical meetings each year in their regions | Enhancing the statistical role in the RECs Establishing harmonized regional programs Enhance cooperation among the RECs | Pertinent Develop a performance indicator of the RECs statistical unit to measure their impact on NSOs Need for coordination and enhanced links between countries and RECs |
| Enhance coordination between the NSS institutions | National Annual Statistical Programs | Number of countries with annual statistical program | 53 countries have an annual statistical program | Improved coordination of NSS | Some countries have national statistical programs | Statistical laws do not give NSO the authority to coordinate SSN | NSOs should have legislation to coordinate the NSS |

Strategic Objective 2.2: Establishing an effective coordination mechanism

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|--|---|--|--|---|---|---|
| Implementation of an ASS Coordination Framework | Coordination framework ¹⁹ | Number of members of the ASS within the framework | Framework for coordination adopted in 2010 | Harmonized statistics Effective use of resources | Committee of Directors-General of NSOs | Implementation of STATAFIRC | Pertinent |
| Implementation of the African Charter on Statistics (ACS) | Review reports on the implementation of the Charter | Number of countries that have signed and ratified the charter. | 15 countries had signed in 2010 | Regulated statistical development Sustained production of harmonized statistics | 19 countries had signed in 2010 More than 15 countries have ratified the ACS To date, the ACS has entered into force | Sensitization of public authorities, civil society on the ACS | Pertinent All countries should ratify the charter by 2020 Integration of the ACS into the legal instruments of the countries (Law, NSDS, etc.) Revise the ASC to include emerging issues |
| Enhancing of the statistical function in pan-African organizations and in particular within the AUC | Functional Statistics Division within the AUC | Number of harmonized statistical programs that advance the integration agenda Number of new trainees recruited | Establishment of the Statistics Division in 2012 | Sustained production of harmonized statistics | Establishment of the Statistics Division within the AUC Existence of the Department of Statistics in AFDB African Centre for Statistics (ECA) | | Pertinent |
| Establishment of an African independent statistical institution | African functional independent statistical institution | Number of programs undertaken by the Institution | Establishment of the African Institute for Statistical Development in 2014 | Statistical activities harmonized and developed and enhanced on the continent | Creation of STATAFIRC | Implementation of STATAFIRC | Pertinent |

²⁰ Coordination mechanism, monitoring and evaluation; Terms of reference for ASS members; Governance structures; etc.

Strategic Objective 2.3: Define statistical priorities for the implementation of the Integration Agenda

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|--|---|---|---|---|--|------------------------------------|
| Identification of statistical priorities | Statistical Priorities Manual | Number of countries including the integration program into national master plans for statistics | Annual African Statistical Work Program 2011 53 countries publish their statistical master plans in accordance with the African statistical work program | Harmonized statistical work program in line with integration priorities | Most countries have established an NSDS in accordance with the African Statistical Work Program | Take into account the 2063 agenda, the SDGs and other regional and international agendas in the development of NSDS | Pertinent |
| Select and define statistical indicators | List of statistical indicators and their definitions | Number of statistical indicators produced and published | Statistical indicators updated every year African Statistical System (ASS) harmonized in accordance with PPP integration Priorities | African Statistical System harmonized in accordance with PPA integration priorities | PPP Price indices African Regional Integration Index Opening Index on Visas in Africa | GDP and its components according to SNA2008 Index of industrial production Spatial Development Index (infrastructure, transport, energy, communication, water resources) | Pertinent |

STRATEGIC THEME 3: Develop sustainable institutional capacity of the African Statistical System
Strategic Objective 3.1: Reform and enhance National Statistical Systems

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|---|--|--|--|--|---|---|
| Adopt statistical legislations and regulatory frameworks in line with the African Charter on Statistics (ACS) | Favorable statistical legislation updated | Number of countries that have updated their statistical legislation in accordance with the ACS | 53 with updated statistical legislation in line with the ACS in 2015 | Better regulatory framework for statistical activities | Better regulatory framework for statistical activities | That all African countries comply with the ACS in their legislation | Pertinent Revise charter to reflect emerging issues |
| Creating autonomous NSOs | Autonomous NSOs | Number of autonomous NSOs | 53 autonomous NSOs by 2015 | Objective information for the integration program | Most African countries have autonomous NSOs | Reporting structures Remuneration structures Sharing resources with government NSOs still affected by government regulations (salaries, recruitment, etc.) | That all African countries be autonomous Use professional independence rather than autonomy Clarification of the extent of semi-autonomy |
| Establishment of independent governance structures to promote independent production | Functional Statistics Councils / Committees / Associations. | Number of functional governance structures created | 53 countries that have created governance structures by 2015 | Better governance and advocacy for statistics. | Most African countries with NSOs have a National Statistics Council Some African countries have Associations of Statisticians | Bureaucratic procedures | Pertinent The laws on statistical systems in African countries should include autonomous governance structures Encourage countries to set up associations |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|--|---|---|--|--|---|---|--|
| Integration of statistics into national statistical policy and planning frameworks | Statistics identified as a cross-cutting sector to be targeted for development | Number of countries with a separate chapter on statistical development in their national poverty reduction documents or plans | 53 countries with a separate chapter devoted to statistical development in their national poverty reduction documents or plans by 2015 | Priority of statistics recognized in the national development plan. | Most African countries have incorporated statistics into their development plans as a means of formulation, monitoring and evaluation | | Pertinent That all African countries give statistical importance to the steering of the development process |
| Developing National Strategies for the Development of Statistics (NSDSs) | NSDS designed in accordance with the internationally accepted principles Implementation Plan Investment Plan Monitoring Plan | Number of countries that have developed an NSDS | 53 countries that have developed an NSDS in 2011 | Better coordination and development of statistical activities in countries | 40 African countries have NSDSs South Africa, Egypt, Mauritius will develop their NSDS | Coordination of NSS Revision of laws Institutional capacity of SSN members Financing problem Some inactive sectors in the implementation Lack of capacity in sectors Ministries do not have the mandate and structures for the implementation of the NSDS | Assess the impact of NSDS Mobilize resources and support sectoral ministries Build the capacities of sectoral ministries |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|---|---|---|--|---|---|--|
| Implementation of NSDSS | Implementation of NSDSS Monitoring Report on the Implementation of NSDSS | Number of countries involved in the implementation of NSDSS | 53 countries that have implemented their NSDSS by 2015 | Better coordination and development of statistical activities in countries | 40 African countries have NSDSS South Africa, Egypt, Mauritius will establish their NSDSS | Coordination of NSS Revision of laws Institutional capacity of NSS members Financing problems Some are inactive sectors in the implementation Lack of capacity in sectors Ministries do not have the mandate and structures for the implementation of the NSDSS | Assess the impact of NSDS Mobilize resources and support sectoral ministries Capacity building for sectoral ministries |
| Establishment of sustainable financing for statistical activities | African Statistical Fund National Statistical Funds | Sufficient funds Sustainability of funding sources | African Statistics Fund established in 2011 At least 25 National Statistical Funds created in 2015 | Adequate and sustainable funding for statistical activities | Establishment of the African Statistical Fund with the support of development partners | | Update of the AU on the Regional Statistical Fund National Statistical Fund irrelevant |
| Organize peer reviews | Reports of peer reviews on National Statistical Systems | Number of peer review reports | 30 peer review reports from 2014 | Improved National Statistical Systems | 15 peer reviews were undertaken in the following countries : Malawi, Tanzania (2), Ghana, Mozambique, Kenya, Zambia, Burkina Faso, Niger, Benin, Congo, Senegal, Mauritania, Cameroon and Côte d'Ivoire | Financing | Pertinent Peer reviews should be coordinated by the AU |

Strategic Objective 3.2: Build sustainable statistical capacity

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/ achieved | Challenges | Pertinent or new initiative |
|---|--|---|--|--|--|------------|---|
| Enhance training standards of the African Group for Statistical Training and Human Resources (AGROST) Develop harmonized training programs | Training Standards Standardized training program | Number of NIS schools and centers adopting training standards | All training schools adopt training standards by 2011 | Competent statisticians Improved integration of training centers Improved learning methods | Creation of the Pan-African Statistical Training Center 2 training courses have already been organized on labour statistics and national accounts | | Pertinent |
| Create continuing education centers in NSOs or enhance existing ones | Training centers created. Reinforced training centers | Number of new training centers created Number of training centers enhanced | 53 countries with solid training centers in NSOs in 2015 | Increase in the number of better trained statistician managers | Some countries have training centers within NSOs | | Pertinent |
| Enhancing schools and statistical training centers | Centres of excellence in all areas of statistical production | Number of Centres of Excellence | Centers of Excellence in all statistical areas no later than 2015 | World-class institutes producing a critical mass of competent statisticians. | | | |
| Participate in international statistical training programs | Trained statisticians | Number of training programs in which participants took part. | At least 100 statisticians are trained from 2013 | Competent statisticians | Participation is low, we need to revise the target | | |
| Ensure that young African statisticians have contacts in accordance with the ISibalo capacity-building program | Annual reports on sponsorship and education programs | Number of young African statisticians who are sponsored or coached | At least 1,000 young African statisticians sponsored and trained in 2012 | Increased pool of experienced and operational statisticians. | Most countries do not have mechanisms to support young statisticians | | Must be comprehensive and not specific to ISibalo Supporting young statisticians and economists on specific issues Professionalization of statisticians by statistical associations |

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|---|--|---|---|------------|-----------------------------|
| Establishment of an African Statistical Training Center | Statistical Training Center for Africa ²⁰ | Number of courses offered Number of people trained Research results | Training center created in 2012 At least 100 people trained each year from 2014 | Permanent availability of scholarships for statistical training | Creation of the Pan-African Statistical Training Center 2 training courses have already been organized on labor statistics and national accounts | | |

Strategic Objective 3.3: Establish an effective technological environment

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|---|---|--|---|--|--|--|
| Develop a Management Information System (MIS) to monitor the smooth running of the integration program | Functional MIS # to monitor the integration process | Number of areas / aspects covered | Annual report on the progress of the integration program since 2010 | Improved monitoring of integration efforts | | | AU must develop a single system for the continent where all countries will be linked such as IMF SDDS, SDMX |
| Develop a statistical database | Functional statistical database for data management | Number of indicators included in the database | The statistical database covers all areas of integration from 2010 onwards | Better decision-making based on statistical information | The AfDB, ECA, and the AU have these different platforms | To have a common platform accessible to all stakeholders | Evaluate existing platforms and develop a common platform for data sharing between development partners in order to minimize the reporting burden on countries |

²¹ In addition to statistical training in statistics, training will also be provided in such essential areas as leadership and management, languages, and reorganization and retraining programs.

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|--|---|---|--|-----------------------------|------------|---|
| Standardize the distribution of tools and platforms | Standardized tools and platforms for dissemination | Number of countries adopting standardized dissemination tools and platforms | 53 African countries adopt standardized dissemination tools and platforms in 2014 | Systematic dissemination Accessible information in order to make informed decisions.. | | | There should be a common dissemination tool for the continent GDDS, SDDS should be adopted in Africa |

STRATEGIC THEME 4: Promoting a culture of policy and quality decision-making
strategic Objective 4.1: Make evidence-based decisions through increased use of statistics

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|---|---|--|--|--|--|------------|--|
| Dialogue with decision-makers and legislators to base their discourse on statistics | Annual report on dialogue with governments, parliaments, civil society and the private sector | Number of policy-makers applying statistics in decision-making Increased use of statistics in parliamentary debates | Two annual meetings with decision-makers at the continental level starting in 2010 | Improved quality of decisions Improved economic, social and economic outcomes | | | Further clarification |
| Advocacy for the use of statistics | Advocacy Strategy | Number of countries in which the strategy is applied | Advocacy Strategy finalized and implemented in 53 states from 2014. | Improved quality decisions Improved economic and social outcomes | Most countries do not have specific documents for advocacy | | New Initiative Strategy to be revised to reflect that it should be at the country level |

Strategic Objective 4.2: Improve communication of statistical information

| Strategic Initiative | Immediate Outcome / Output | Performance Indicators | Milestones / Target | Effects | What has been done/achieved | Challenges | Pertinent or new initiative |
|--|---|-----------------------------------|---|---|--|--|--|
| Develop a strategy for the dissemination of data | Dissemination Plan Manuals on the dissemination of statistical information | Number of manuals | Manuals in 2011 | improved quality of decisions Improved socio-economic outcomes | No action has been taken to this end | No clear distinction between advocacy, communication, dissemination) | Replace manuals with strategies / Guidelines Combining advocacy and communication in the strategy (depending on the country |
| Develop a plan for communication | Approved Plan | Use of website User perception | 10% increase in website visitors in 2012 User satisfaction survey organised in 2012. | An increase in the use of statistics | Countries have different communication plans | | Pertinent |

Annex 4.

Results-Based Logical Framework for the Strategy for the Harmonization of Statistics in Africa 2017–2026 (SHaSA 2)

Continent: Africa

Sector: African Statistical System (ASS)

The vision of the African Statistical System (ASS) is as follows: “An efficient statistical system that generates reliable, harmonized and timely statistical information covering all dimensions of political, economic, social and environmental development and integration and cultural development of Africa”.

The vision of the ASS accompanies the implementation of Agenda 2063 to achieve the AU’s vision of building an “integrated, prosperous and peaceful Africa led by its people and representing a dynamic force on the international scene “(AU, “The Africa We Want”, 2009).

Overall Objective: To provide reliable and harmonized quality statistical data, produced on a regular and timely basis, covering all aspects of Africa’s political, economic, social and cultural development and integration.

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|---------------------------------------|------------|------------------|---|---|--|---|---|---|
| | | Code | Description | | | | | | |
| STRATEGIC THEME 1: PRODUCE QUALITY STATISTICS FOR AFRICA | | | | | | | | | |
| Strategic Objective 1.1: Expand the statistical information base | | | | | | | | | |
| 1.1.1. Organization of regular Population and Housing Censuses (PHC) | Statistical information on population | 1.1.1.1 | Pre-enumeration | With the exception of seven countries, all African countries conducted their 2010 round of Population and Housing Censuses within the period 2005-2014. Sierra Leone conducted its PHC in 2015 due to Ebola outbreak in 2014 and Equatorial Guinea conducted the PHC in 2015. Cameroon and Chad had censuses planned but not conducted. DRC, Eritrea, Somalia, South Sudan and Western Sahara had no census planned for the 2010 PHC cycle. | 30 countries conduct population and housing censuses in the 2020 round and publish results within the period 2015-2020 55 countries conduct and publish their census results by 2024 | Number of countries conducting their 2020 round of PHC and publishing the results within the period 2015- 2020 | Population and Housing Census reports for the 2020 census cycle | Risks: Resources unavailable at the right time and in sufficient quantities; Weak technical capacity and political will; Very low priority accorded to PHC in the country Mitigations: Allocate funds Organize mobilization campaigns for the PHC South-South cooperation Pulling of resource Utilization of ICT | Member States, RECs, AfDB, AUC, ECA, Research and training institutions |
| | | 1.1.1.2 | Enumeration | | | | | | |
| | | 1.1.1.3 | Post-enumeration | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|--|--|------------|--|--|--|---|--|---|--|
| | | Code | Description | | | | | | |
| 1.1.2. Organization of regular household surveys | Statistical information on population Update the census results | 1.1.2.1 | Survey preparation | About 92% of African countries conducted at least two national household surveys between 2005 and 2014 | 40 countries organize and publish results of household surveys within the period 2017-2026 55 countries conduct and publish their household surveys by 2024 | Number of countries that have organized household surveys during the period 2017-2026 by type | Country-level household survey reports on demographic, economic, health, social, gender and environmental indicators | Risks: Resources unavailable at the right time and in sufficient quantities; Weak technical capacity and political will; Very low priority accorded to PHC in the country Mitigations: -Allocate funds for statistics; -Organize mobilization campaigns for the PHC; -South-South cooperation; -Pulling of resources; -Utilization of ICT | Member States, RECs, AUC, AfDB, UNECA, UNFPA, and development partners |
| | | 1.1.2.2 | Data collection | | | | | | |
| | | 1.1.2.3 | Data processing, analysis, and dissemination | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|-----------------------------------|------------|------------------|---|---|---|--|---|--|
| | | Code | Description | | | | | | |
| 1.1.3a. Organization of regular agricultural censuses | Agricultural and rural statistics | 1.1.3a.1 | Pre-enumeration | As of May 2016, 24 African countries had conducted an agricultural census during the 2010 round of census of agriculture which spans the period 2006-2015 and 26 had plans to carry out one before the end of the 2020 round spanning the period 2016-2025. | 35 countries participate in the 2020 round of agricultural censuses within the period 2016-2025 and publish the results | Number of countries participating in the 2020 round of agricultural censuses and publishing the results | Country reports on Census of Agriculture | Risks: – Resources unavailable at the right time; – Lack of technical capacity and political will Mitigations: Allocate funds for statistics; Strengthen advocacy for statistical enquiries; South-south cooperation; Pulling of resources; Utilization of ICT | Member States, RECs, Research and Training Institutions; AUC, AfDB, ECA, FAO, USAID, UK-DFID, CIDA, UN, World Bank |
| | | 1.1.3a.2 | Enumeration | | | | | | |
| | | 1.1.3a.3 | Post-enumeration | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|-----------------------------------|------------|--|-------------------------------|---|--|--|--|---|
| | | Code | Description | | | | | | |
| 1.1.3b. Conduct regular annual Agriculture Survey | Agricultural and rural statistics | 1.1.3b.1 | Survey preparation | | 45 countries organize annual agricultural surveys and publish the results | Number of countries conducting annual agricultural surveys | Country reports on annual agricultural surveys | Risks: Resources unavailable at the right time; – Lack of technical capacity and political will Mitigations: - Allocate funds for statistics; - Strengthen advocacy for statistical enquiries; - South-South cooperation; - Pulling of resources; - Utilization of ICT | Member States, RECs, AUC, AfDB, ECA, FAO, IFPRI, USAID, UK-DFID, CIDA, UN, World Bank, etc. |
| | | 1.1.3b.2 | Data collection | | | | | | |
| | | 1.1.3b.3 | Data processing, analysis, and dissemination | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|---------------------|------------|------------------|-------------------------------|---|---|--------------------------------------|--|--|
| | | Code | Description | | | | | | |
| 1.1.4a. Organization of regular Economic Censuses | Economic statistics | 1.1.4a.1 | Pre-enumeration | | 40 countries conduct economic censuses (e.g., censuses of business enterprises) during the period 2017-2026 and publish the results 55 countries conduct economic censuses and publish the results by 2026 | Number of countries conducting economic censuses and publishing the results by 2020 Number of countries conducting economic censuses during the period 2017-2026 by type | Country reports on Economic Censuses | Risks: – Resources unavailable at the right times and in sufficient quantities; – Weak technical capacity and political will Mitigations – Allocate funds for statistics; – Strengthen advocacy for statistical enquiries; – South-South cooperation; – Pulling of resources; – utilization of ICT | Member States and development partners |
| | | 1.1.4a.2 | Enumeration | | | | | | |
| | | 1.1.4a.3 | Post-enumeration | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|--|------------------------------------|------------|--|--|---|---|--|---|--|
| | | Code | Description | | | | | | |
| 1.1.4b. Organization of regular economic surveys | Economic Statistics | 1.1.4b.1 | Survey preparation | | 55 countries conduct economic surveys and publish the results by 2020 55 countries conduct economic surveys and publish the results by 2026 | Number of countries conducting economic surveys during the period 2017-2026 by type Number of countries conducting economic surveys during the period 2017-2026 by type | Country reports on Economic Surveys | Risks: – Resources unavailable at the right time and in sufficient quantities; – Weak technical capacity and political will Mitigations – Allocate funds for statistics; – Strengthen advocacy for statistical enquiries; – South-South cooperation; – Pulling of resources; – Utilization of ICT | Member States and development partners |
| | | 1.1.4b.2 | Data collection | | | | | | |
| | | 1.1.4b.3 | Data processing, analysis, and dissemination | | | | | | |
| 1.1.5 Informal Sector Surveys | Information on the informal sector | 1.1.5.1 | Survey preparation | Very few countries conduct regular surveys on the informal sector Statistics produced on the informal sector are estimated from labor force surveys and other household surveys | 20 countries organize informal sector surveys and publish the results by 2020 45 countries conduct informal sector surveys and publish the results by 2026 | Number of countries conducting informal sector surveys and publishing the results by 2020 Number of countries conducting informal sector surveys during the period 2017-2026 | Country reports on informal sector surveys | Risks: Lack of technical capacity, non mobilization of sufficient funds, Mitigations - Allocate resources for statistics; -Strengthen technical capacities of countries | Member States, development partners |
| | | 1.1.5.2 | Data collection | | | | | | |
| | | 1.1.5.3 | Data processing, analysis, and dissemination | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures | |
|---|--|------------|--|---|---|--|---|--|--|--|
| | | Code | Description | | | | | | | |
| 1.1.6. Organization of regular data collection on Governance, Peace and Security (surveys and administrative sources) | Statistics on Governance, Peace and Security | 1.1.6.1 | Survey/administrative preparation | Several countries compile information on Governance, Peace and Security but these are not regular and are usually included as modules in existing survey programs | 25 countries conduct annual surveys and / or utilize administrative sources on Governance, Peace and Security and / or publish the results by end of 2018 | Number of countries compiling information on Governance, Peace and Security from surveys and / or administrative sources by 2018 | Country reports on governance, peace and security | Risks: Weak technical capacity and political will; Resources not available on time Mitigations: - Allocate funds for statistics; - Strengthen technical capacities of countries | Member States, development partners (UK-DFID, World Bank, UNICEF, ILO, etc.) | |
| | | 1.1.6.2 | Data collection | | | | | | | 35 countries conduct annual surveys and / or utilize administrative sources on governance, peace and security from surveys and / or administrative sources by 2020 |
| | | 1.1.6.3 | Data processing, analysis, and dissemination | | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|--|------------|--|-------------------------------|---|--|-------------------------|--|--|
| | | Code | Description | | | | | | |
| 1.1.7. Development and organization of the collection of socio-economic information from administrative sources | Quality and coverage of data sources improved and cost of data collection reduced Business register | 1.1.7.1 | Preparation of administrative data collection and processing tools | | 55 countries publish socio-economic information from administrative sources by 2018 | Number of countries collecting socio-economic data from administrative sources | Countries reporting | Risks: Weak technical capacity for organizing and extracting administrative data for analysis and dissemination Mitigations: Strengthen technical capacities of countries | Member States, RECs and continental institutions responsible for coordinating MIS programs |
| | | 1.1.7.2 | Data collection | | | | | | |
| | | 1.1.7.3 | Data processing, analysis, and dissemination | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|--|---------------|------------|-------------------|-------------------------------|--|--|--|--|--|
| | | Code | Description | | | | | | |
| 1.1.8. Improvement of Civil Registration and Vital Statistics (CRVS) systems | CRVS in place | 1.1.8.1 | Status assessment | | 30 countries have effective CRVS systems in place by 2020 55 countries have effective CRVS systems in place by 2026 30 countries compile and publish data from the CRVS system by 2020 55 countries compile and publish data from the CRVS system by 2026 | Number of countries which have an effective CRVS System in place by 2020 Number of countries which have an effective CRVS System in place by 2026 Number of countries compiling and publishing CRVS statistics by 2020 Number of countries compiling and publishing CRVS statistics by 2026 | Country reports on CRVS improvement Country reports on CRVS improvement | Risks: Weak technical capacity for organizing, extracting and analyzing data from the CRVS system Mitigations: Strengthen technical capacities of countries | Member States, RECs and continental institutions responsible for coordinating CRVS programs MS, RECs, AUC, AfDB, UNECA, continental institutions responsible for coordinating CRVS programs, UNICEF |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|---|------------|--|--|---|---|--|---|--|
| | | Code | Description | | | | | | |
| Strategic Objective 1.2: Transform existing statistics for comparability | | | | | | | | | |
| 1.2.1. Adoption of reprocessing and adjustment methodologies | Technical manuals on re-processing and adjusting are available by statistical domains | 1.2.1.1 | Assessment of existing manuals on different statistical domains | Africa Statistical Yearbook and other publications | Manuals on reprocessing and adjustment methodologies available by the end of 2018 | Number of manuals with harmonized methodologies for the continent | Published manuals on reprocessing and adjustment methodologies | Risks: Difficulties in adapting technology and international methodologies to the African context Mitigation: Adaptation of technology and methodologies to the realities of the continent | Member States, RECS, continental institutions, training institutions |
| | | 1.2.1.2 | Development of operational guidelines and manuals on reprocessing and adjustment methodologies | | | | | | |
| | | 1.2.1.3 | Development of manuals on reprocessing and adjustment methodologies | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|--|---|------------|--|-------------------------------|---|--|-------------------------|---|--|
| | | Code | Description | | | | | | |
| 1.2.2. Production and validation of comparable data. | Comparable data are published and available | 1.2.2.1 | Consolidation of data | ICP methods | Comparable statistical data available in all the harmonized domains by 2020 | Number of statistical domains with comparable data | Country reports | Risks: Utilization of different concepts and standards from one region to the other; Lack of technical capacity Mitigations: -Development of common and harmonized methodologies and tools; -Strengthening capacities of countries; -South-South cooperation | Member States, RECS, continental institutions, training institutions |
| | | 1.2.2.2 | Processing, analysis and publication of data using the manuals | | | | | | |
| | | 1.2.2.3 | Publication of harmonized data | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|---|--|------------|--|--|--|---|-------------------------------------|---|--|
| | | Code | Description | | | | | | |
| Strategic Objective 1.3: Harmonize the standards and methods of statistical production | | | | | | | | | |
| 1.3.1. Operationalization of Specialized Technical Groups (STGs) | Work programs of STGs developed | 1.3.1.1 | Assessment of the performance of STGs | 10 STGs out of 15 are operationalized | At least one annual meeting held by each group within the period 2017-2026 | Number of STGs organizing annual meetings | Annual reports of STGs | Risks: Non-adherence of countries to the work program of the STGs; inadequate resources Mitigation: Implementation of measures for the functioning of the STGs | STG Coordinators, Statistical Training Institute, continental institutions |
| | | 1.3.1.2 | Development of work programs for STGs | | | | | | |
| | | 1.3.1.3 | Implementation of the work programs | | | | | | |
| 1.3.2. Implementation of Standards and Methods Adopted by the STGs | Manuals on common standards and methods are available and used | 1.3.2.1 | Training and dissemination of adopted manuals on standards and methods | Agricultural Action Plan, ICP, 2008 SNA Trade manuals | 55 countries apply new manuals on standards and methods by 2020 | Number of countries with harmonized statistics in all statistical domains | Country reports on new manuals used | Risks: Lack of African methods to reflect political, economic and cultural values as well as prevailing practice on the continent Mitigations: - Revision, definition of standards and methodologies taking into account political, economic and cultural values, and practices in the continent. | Member States, Statistical Institute, training centers |
| | | 1.3.2.2 | Production of statistics using new manuals as reference | | | | | | |
| | | 1.3.2.3 | Publication of harmonized statistics | | | | | | |

| Strategic Themes / Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation | Responsible Structures |
|--|--|------------|---|---|--|--|--|---|--|
| | | Code | Description | | | | | | |
| 1.3.3. Development of a quality assurance framework [quality kit] and consistency of national data between sectors | Validated quality and certified data are available | 1.3.3.1 | Development of quality assurance framework | Existing of a draft African quality assurance framework | 55 countries have a quality assurance framework in place by 2020 | Number of countries with a functioning quality assurance framework | Country reports on quality assurance frameworks used for data production | Risks: Lack of technical capacity; weak leadership of NSOs Mitigations: -Strengthening of technical capacities of NSS; -Strengthening the leadership capacity of NSOs and within NSSs | Member States, Statistical Institute, training centers |
| 1.3.3.2 | | | Application of quality assurance framework to data production | Few countries have quality assurance frameworks | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|-------------------------------------|--|--|---|-------------------------|--|--------------------------------|
| | | Code | Description | | | | | | |
| STRATEGIC THEME 2: COORDINATE THE PRODUCTION OF QUALITY STATISTICS FOR AFRICA | | | | | | | | | |
| Strategic Objective 2.1: Establish effective coordination and collaboration mechanisms | | | | | | | | | |
| 2.1.1. Development of a Protocol defining the roles and responsibilities of ASS actors in the implementation of ShaSA 2 | Strategy or Protocol developed and implemented | 2.1.1.2 | Development of strategy or Protocol | All the actors within the ASS apply the Protocol and play their roles effectively before end of 2017 | Number of actors applying the Protocol or the strategy | Reports of Countries, RECs, continental and training Institutions on ShaSA implementation | | Risks: Non-adherence to Protocol Mitigation: Sensitization of actors within the ASS | AUC, AfDB, RECs, Member States |
| | | 2.1.1.3 | Validation and adoption of Protocol | | | | | | |
| | | 2.1.1.4 | Signing of Protocol | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|---|------------|---|--|---|--|---|---|--|
| | | Code | Description | | | | | | |
| 2.1.2. Strengthening the activities of the African Statistical Coordination Committee (ASCC) | Annual common programs of ASCC activities are available Calendar of meetings and events are agreed | 2.1.2.1 | Revision of terms of reference of Committee | Last ASCC meeting held in 2010 Last work program prepared in 2013 | Implementation of the common annual statistical program by 2017 | Availability of ASCC Work Program Number of meetings and events of the ASCC | Report of Statistical Institute (as Secretariat) | Risk: Inefficiency of ASCC is linked to its inability to function Mitigation: Sensitization of ASS actors | ECA, AfDB, RECs, Statistical Institute |
| | | 2.1.2.2 | Preparation of work program | | | | | | |
| | | | Implementation of work program | | | | | | |
| 2.1.3. Strengthening coordination at the regional level | RSDS aligned with SHaSA 2 are available Regional coordination meetings on RSDS held | 2.1.3.1 | Revision of SRDS in line with SHaSA 2 | 5 RECs out of 8 have RSDS but they are not aligned with SHaSA 2 | 6 RECs have developed their RSDS by 2018 | Number of RECs implementing RSDS that are aligned with SHaSA 2 | Regional Strategies for the Development of Statistics | Risks: Inadequate resources at the regional level; non-adherence of member states to RSDS Mitigations: Provision of funds in the budget of RECs for the implementation of RSDS | RECs, Statistical Institute |
| | | 2.1.3.2 | Implementation of RSDS | | | | | | |
| | | 2.1.3.3 | Monitoring and evaluation | | | | | | |
| | | | | | 8 RECs have developed their RSDS by the end of 2020 | Number of RECs that held at least two regional meetings per year | Meeting Reports of RECs | Development of RSDS in a participatory manner | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|--|------------|---|--|---|---|-------------------------|---|--|
| | | Code | Description | | | | | | |
| 2.1.4. Development and implementation of NSDSs linked to SHaSA 2 | NSDS aligned with SHaSA 2 are available Reports on the implementation of NSDS are available | 2.1.4.1. | Preparation for the revision of the NSDS in line with SHaSA 2 | 51 countries are implementing their NSDS; which are not aligned with SHaSA 2 | 40 countries have designed their NSDS in line with SHaSA 2 by 2020 | Number of countries that have developed their NSDS in line with SHaSA 2 | NSDS Country reports | Risks: Inadequate resources at the country level; non-adherence of national actors to NSDS and SHaSA 2 Mitigations: Provision of funds in the budget of member states for the implementation of NSDS Development of NSDS in a participatory and inclusive manner | NSOs, RECs, continental institutions |
| | | 2.1.4.2 | Revision of NSDS in line with SHaSA 2 | | 55 countries have designed their NSDS in line with SHaSA 2 by 2024 | Number of countries that have developed their NSDS in line with SHaSA 2 | | | |
| | | 2.1.4.3 | Validation and adoption of the revised NSDS | | 40 countries have implemented their NSDS in line with SHaSA 2 by 2020 | Number of countries implementing NSDS that are aligned with SHaSA 2 | | | |
| | | 2.1.4.4 | Implementation of NSDS | | 55 countries have implemented their NSDS in line with SHaSA 2 by 2024 | Number of countries implementing NSDS that are aligned with SHaSA 2 | | | |
| | | 2.1.4.5 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|--|--|---|-------------------------|--|---|
| | | Code | Description | | | | | | |
| 2.1.5. Appointment of SHaSA 2 National, Regional and Continental Coordinators | Institutional framework of SHaSA 2 is operationalized | 2.1.5.1 | Request Ministers in charge of statistics in countries, regional and continental institutions to appoint SHaSA 2 Coordinators | No Coordinators were appointed for SHaSA 1 | 55 countries, 8 RECs, 3 Pan-African institutions, AFRISTAT, 8 Statistical Training Centers and other related bodies appointed Coordinators by 2017 | Number of Coordinators appointed and actively working | Country reports | Risks: Non-adherence of actors within the ASS; Weak leadership at the various levels Mitigations: Strengthening capacity of the leadership Advocacy for statistics | Member States, RECs, continental institutions |
| | | 2.1.5.2 | Appointment of Coordinators | | | | | | |
| | | 2.1.5.3 | Submission of letter of appointment to AUC | | | | | | |
| 2.1.6. Strengthening South-South Cooperation | Statistical capacity in the different statistical domains under South-South cooperation is improved | 2.1.6.1 | Statistical capacity assessment of countries and RECs | Few countries are engaged in South-South cooperation | All 55 countries engage in South-South cooperation by end of 2017 | Number of countries involved in South-South cooperation by statistical domain | Country reports | Risks: Weak resources in some countries; Low level of expertise within certain statistical domains Mitigation: Funds for south-south cooperation | Member States, RECs, statistical Institute |
| | | 2.1.6.2 | Organization of study tours for countries and RECs with identified needs | | | | | | |
| | | 2.1.6.3 | Development and signing of MoU/Protocol for cooperation with a work plan | | | | | | |
| | | 2.1.6.4 | Implementation of the work programme | | | | | | |
| | | 2.1.6.5 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|--|--|--|-------------------------|---|--|
| | | Code | Description | | | | | | |
| 2.1.7. Building strong partnerships with foundations, civil society, partners, users, etc., in the continent and outside the continent. | Actors and development partners are involved in African statistical development | 2.1.7.1 | Statistical capacity assessment of countries and RECs | Few countries have built partnership with foundations, civil society, partners, users, etc., in the continent and outside the continent. | 55 countries have partnership agreements with other actors of ASS by the end of 2018 | Number of partnerships signed | Countries reporting | Risks: Low level of involvement of some actors Mitigations: Establishment of partnership agreements with all actors within the ASS comprising associations, civil society organizations, development partners, users, etc. | Member States, RECs, Continental institutions, Training institutions, Development Partners |
| | | 2.1.7.2 | Organization of exchanges between potential partners and countries/ RECs | | | | | | |
| | | 2.1.7.3 | Development and signing of MoU/Protocol for cooperation with a work program | | | | | | |
| | | 2.1.7.4 | Implementation of the work program | | | | | | |
| | | 2.1.7.5 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|--|--|--|---|---|---|--|
| | | Code | Description | | | | | | |
| Strategic Objective 2.2: Define statistical priorities for the implementation of integration and development agendas | | | | | | | | | |
| 2.2.1. Identification of priority statistics within each statistical domain | 10-year action plans in place | 2.2.1.1 | Identify priority statistics | Mapping of Agenda 2063 and SDGs indicators | All statistical domains covered within the Action Plan | Number of statistical domains covered | Action plans for priority statistics in each statistical domain | Risks: Non-validation of priority statistics contained in SHaSA ² Mitigations: Development of priority statistics through inclusive and participatory approach; Validation by CoDG | Member States, RECs, Continental institutions |
| | | 2.2.1.2 | Preparation of work program | | | | | | |
| | | 2.2.1.3 | Implementation of work program | | | | | | |
| 2.2.2. Selection and definition of statistical indicators | Statistical indicators, definitions, formulae and computational techniques are available | 2.2.2.1 | Definition of indicators and computational techniques | Mapping of Agenda 2063 and SDGs indicators | Indicators are updated annually | Number of statistical indicators produced and published | Reports on updated statistical indicators | Risks: Weak technical capacity of countries to monitor the indicators Mitigation: Strengthening of technical capacities of countries | RECs, continental institutions, training centers, Statistical Institute, Member States |
| | | 2.2.2.2 | Validation of indicators and computational techniques | | | | | | |
| | | 2.2.2.3 | Publication and dissemination of indicators and computational techniques | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsi-ble Struc-tures |
|--|---|------------|---|---|---|---|---------------------------------------|---|--|
| | | Code | Description | | | | | | |
| STRATEGIC THEME 3: DEVELOP SUSTAINABLE INSTITUTIONAL CAPACITIES OF THE AFRICAN STATISTICAL SYSTEM | | | | | | | | | |
| Strategic Objective 3.1: Reform and enhance National Statistical Systems | | | | | | | | | |
| 3.1.1. Implementation of the African Charter on Statistics (ACS) | Instruments of ratification of the ACS are available ACS is integrated in the legal instruments of countries and RECS (laws, NSDS, etc.) | 3.1.1.1 | Continuation of advocacy for the ratification of the ACS by countries | As at February 2016, 32 countries had signed the ACS and 17 had ratified and deposited their instruments of ratification with AUC | 55 countries ratify the ACS by 2020 | Number of countries that have signed/ ratified the ACS and incorporated it into their legal instruments | Ratification instruments of countries | Risks: Poor adherence to the principles of the ACS due to the non-ratification by some countries Mitigation Advocacy for the ratification of the ACS | Member States, AUC |
| | | 3.1.1.2 | Promotion and popularization of the ACS | | | | | | |
| | | 3.1.1.3 | Integration of the ACS into national and legal instruments | | | | | | |
| | | 3.1.1.4 | Implementation of the ACS | | | | | | |
| | | 3.1.1.5 | Monitoring and evaluation | | | | | | |
| 3.1.2. Updating the African Charter for Statistics (ACS) to include emerging issues (Big data, Data Revolution, open data, etc.) | Updated ACS is adopted | 3.1.2.1 | Setting up of a committee to revise the ACS | Not yet started | 55 countries incorporate the ACS in their legal instruments by 2022 | Number of countries that have incorporated the revised ACS into their legal instruments | Country reports | Risks: Failure by countries to take into account emerging issues Mitigation: Advocacy for the implementation of the revised Charter | Member States, RECS and continental institutions |
| | | 3.1.2.2 | Revision of the ACS | | | | | | |
| | | 3.1.2.3 | Validation and adoption of revised ACS | | | | | | |
| | | 3.1.3.4 | Dissemination and promotion of the ACS | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|--|------------|--|-------------------------------|--|--|-------------------------|--|---|
| | | Code | Description | | | | | | |
| 3.1.3. Development of a Code of professional Ethics for the African Statistician and a system for the protection of the profession of the African statistician | A professional Code of Ethics for the African Statistician is available A professional body of African Statisticians established Statutes for African Statisticians developed and disseminated | 3.1.3.1 | Preparation of the processes involved in the development of the professional Code of Ethics and statutes | Not yet started | 55 countries are applying the professional Code of Ethics of the African Statistician by 2020 Statutes for African statisticians are adopted by end of 2020 | Number of African countries that are aware of the Code of ethics Number of countries that are applying the professional Code of Ethics Number of countries applying the statutes | Countries reporting | Risk: Non-adherence to the continental initiative on the a Code of Ethics and statutes Mitigation: Advocacy for the Code of ethics and statutes | Member States, RECs, continental institutions |
| | | 3.1.3.2 | Development of the Code of Ethics and statutes | | | | | | |
| | | 3.1.3.3 | Validation and adoption of the Code of Ethics and statutes Dissemination and promotion of the Code of Ethics and statutes | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|--|--|--|--|--|---|
| | | Code | Description | | | | | | |
| 3.1.4. Establishment of sustainable financing for statistical activities and pooling of resources | African Statistical Fund is established | 3.1.4.1 | Advocacy for the establishment of the African Statistical Fund | Setting up a study for the creation of a continental statistical fund Countries with statistical fund: Countries that finance 100% of their statistical activities | African Statistical Fund established by 2018 | African Statistical Fund established and operating | Continental reports Country reports Regional reports | Risks: Weak political will and leadership Mitigation: Advocacy for financing statistics | Continental institutions, Member States, RECs |
| | | 3.1.4.2 | Creation of the African Statistical Fund | | | | | | |
| | National Statistical Funds established | 3.1.4.3 | Mobilization of resources for the African Statistical Fund | | 8 Regional Statistics Fund established by 2020 | Number of Regional Statistical Funds established | | | |
| | | 3.1.4.4 | Management of the African Statistical Fund | | | | | | |
| | | 3.1.4.5 | Monitoring and evaluation of the management of the African Statistical Fund | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|--|--------------------------------------|--|--|--------------------------------------|---|---|
| | | Code | Description | | | | | | |
| 3.1.5. Organization of peer reviews | Peer reviews on the African Statistical System (NSS, RECs, continental institutions, etc.) | 3.1.5.1 | Development of guidelines for peer reviews | 10 countries have been peer reviewed | 25 countries peer reviewed by 2018 35 countries peer reviewed by 2020 55 countries peer reviewed by 2026 | Number of statistical institutions peer reviewed (at levels of NSS, regional, and continental) | Peer review reports/ country reports | Risk: Resources not available on time Mitigation: Advocacy for secure funding for the peer reviews | Member States, RECs, Continental institutions |
| | | 3.1.5.2 | Development of annual calendars of peer reviews | | | | | | |
| | | 3.1.5.3 | Preparation and organization of peer review missions | | | | | | |
| | | 3.1.5.4 | Preparation and dissemination of peer review reports | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|-----------------------------|------------|--|--------------------------------|--|---|-------------------------|---|------------------------|
| | | Code | Description | | | | | | |
| 3.1.6. Creation and/or empowerment of NSOs with management autonomy and professional independence | Autonomous NSOs established | 3.1.6.1 | Advocacy for the implementation of the Charter | Autonomous and independent NSO | 30 NSOs autonomous and professionally independent by 2018 55 NSOs autonomous and professionally independent by 2024 | Number of NSOs that are autonomous and professionally independent | Country reports | Risks: Inadequate financial resources; lack of political will Mitigations Advocacy for statistics Ensuring professional independence | Member States |
| | | 3.1.6.2 | Enhancement of the leadership skills of the management of NSSs (councils, boards, NSO management, etc) | | | | | | |
| | | 3.1.6.3 | Provision of adequate resources for the management of NSSs | | | | | | |
| | | 3.1.6.4 | Promotion of good governance in the management of statistical resources (financial, human, material, etc.) | | | | | | |
| | | 3.1.6.5 | Implementation of the Statutes for African Statisticians | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|---|------------|--|---|--|--|-------------------------|--|--------------------------------------|
| | | Code | Description | | | | | | |
| 3.1.7. Establishment of governance structures to promote statistical production | Governance structures are set up and functioning (statistical councils, boards, committees, associations, etc.) | 3.1.7.1 | Establishment of governance structures | Existence of AFSA National Association of Statisticians All countries have national statistical committees/ councils / boards | 55 countries create functional governance structures by 2020 | Number of countries with functioning statistical councils / boards / committees / associations | Country reports | Risk: Weak political will; lack of leadership for the governance structures Mitigation: Advocacy for statistics | Member States, Statistical Institute |
| | | 3.1.7.2 | Development of work program | | | | | | |
| | | 3.1.7.3 | Implementation of work program | | | | | | |
| | | 3.1.7.4 | Monitoring and evaluation | | | | | | |
| Strategic Objective 3.2: Reform and enhance regional and continental statistical systems | | | | | | | | | |
| 3.2.1. Creation of statistical functions in RECs that do not yet have them (e.g. CEN-SAD and IGAD) | Statistical entities of RECs are in place and functioning | 3.2.1.1 | Status assessment of RECs | CENSAD and IGAD have no statistical entities | 2 statistical institutions established by end of 2020 | Number of functioning statistical institutes | Continental reports | Risk: Weak political will Mitigation: Advocacy for statistics within RECs | Continental institutions |
| | | 3.2.1.2 | Development of work program | | | | | | |
| | | 3.2.1.3 | Implementation of work program | | | | | | |
| | | 3.2.1.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|---|---|--|---|---|---|--|
| | | Code | Description | | | | | | |
| 3.2.2. Operationalization of the Statistical Institute of the African Union | AU Institute for Statistics is functioning | 3.2.2.1 | Signing of the Host Country agreement between AU and Tunisia | Draft Host agreement Existence of technical documents of the Institute | Annual activities of the Action Plan implemented from 2017 to 2026 | Work program of Statistical Institute available Reports of activities available Action Plan for 2017-2026 available | Work program Activity reports Action Plan | Risks: Allocation of inadequate resources to the Institute Mitigation Allocation of adequate resources | Member States, Statistical Institute, RECs, continental institutions |
| | | 3.2.2.2 | Development and adoption of operational documents of the Institute (statutes including the organogram, staffing, etc) | | | | | | |
| | | 3.2.2.3 | Recruitment of staff | | | | | | |
| | | 3.2.2.4 | Development of the 10-year work program | | | | | | |
| | | 3.2.2.5 | Implementation of the work program | | | | | | |
| | | 3.2.2.6 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|--|--------------------------------------|--|--|----------------------------------|--|---|
| | | Code | Description | | | | | | |
| Strategic Objective 3.3: Develop sustainable statistical capacities | | | | | | | | | |
| 3.3.1. Creation of training centers in NSOs or strengthening of existing centers | Statistical training centers are created Capacities of existing statistical training centers are strengthened | 3.3.1.1 | Assessment of training needs of NSSs | Many countries have training centers | 10 training centers created or strengthened by 2020 20 training centers created or strengthened by 2026 | Number of centers created Number of centers strengthened | Country reports | Risks: Low priority given to continuous training Inadequate resources allocated to continuous training Mitigations Granting of high priority to continuous training Allocation of adequate resources | Member States, development partners |
| | | 3.3.1.2 | Development of training programs and modules | | | | | | |
| | | 3.3.1.3 | Creation or strengthening of existing training centers | | | | | | |
| | | 3.3.1.4 | Implementation of the work program | | | | | | |
| | | 3.3.1.5 | Monitoring and evaluation | | | | | | |
| 3.3.2. Strengthening the capacity of schools and centers for statistical and demographic training | Statistical and demographic training centers become Centers of Excellence for statistical training | 3.3.2.1 | Assessment of capacity building needs of NSSs | 8 statistical schools | Capacity of 2 schools and training centers strengthened by 2020 Capacity of 5 schools and training centers strengthened by 2026 | Number of schools and training centers that have benefited from capacity strengthening | Reports of Training institutions | Risks: Inadequate resources allocated for capacity strengthening Mitigation: Allocation of adequate resources to statistical and demographic training centers | RECs, Statistical Institute, continental institutions, training centers |
| | | 3.3.2.2 | Development of capacity building programs and modules | | | | | | |
| | | | Implementation of capacity building programs | | | | | | |
| | | | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|--|------------------------------------|--|------------------------------|---|-------------------------------|
| | | Code | Description | | | | | | |
| 3.3.3. Participation in international statistical training programs | Statisticians are trained in international statistical programs | 3.3.3.1 | Assessment of international training needs | Uncoordinated participation in the international training programs | 200 trained statisticians per year | Number of African statisticians participating in international statistical training programs | Reports of training programs | Risks: -Insufficient coordination Insufficient resources Mitigation Coordination by the Pan-African Statistical Training Center Strengthening of resources dedicated to programs | Member States, AUC, AfDB, ECA |
| | | 3.3.3.2 | Development of 10-year international training program | | | | | | |
| | | 3.3.3.3 | Implementation of the training program | | | | | | |
| | | 3.3.3.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|---|--|--|--|--|--|--|
| | | Code | Description | | | | | | |
| 3.3.4. Capacity building for Young African Statisticians (coaching) | Young African Statisticians are better initiated to professional practice and are well coached | 3.3.4.1 | Establishment of a database of Young African Statisticians | Existence of Young African Statisticians program | 40 Young African Statisticians trained annually 20 Young African Statisticians get their papers accepted for poster and paper presentations each year Annual meetings of Young African Statisticians organized in 30 countries by 2020 | Number of Young African Statisticians trained in various fields Number of Young African Statisticians participating in conferences Number of countries with annual meetings of Young African Statisticians | Country reports from Young African Statistician associations | Risks: Poor coordination Inadequate resources Mitigations: Coordination by the Statistical Institute of AU Increase in resources dedicated to programs of Young African Statisticians | Member States, training institutions, RECs, continental institutions |
| | | 3.3.4.2 | Assessment of training or coaching needs of Young African Statisticians | | | | | | |
| | | 3.3.4.3 | Development of a training /coaching plan | | | | | | |
| | | 3.3.4.4 | Implementation of training plan | | | | | | |
| | | 3.3.4.5 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|---|---|--|--|--|---|
| | | Code | Description | | | | | | |
| 3.3.5. Operation of the Pan-African Statistical Training Center | Specialized postgraduate training programs, continuing training programs and training programs for non-statisticians are put in place | 3.3.5.1 | Signing of the Host Country agreement between AU and Côte d'Ivoire | Draft Host agreement Technical documents | 3 PhD programs put in place by 2020 and 5 by 2026 100 statisticians trained per year in various statistical domains 20 non-statisticians trained per year | Number of PhD programs established Number of statisticians trained Number of non-statisticians trained | Reports of Pan-African Statistical Training Center | Risks: Delay in the preparation of programs Inadequate resources Mitigations: Take account of possible delays in the development of programs Allocation of adequate resources to the Center | Pan-African Statistical Training Center |
| | | 3.3.5.2 | Development and adoption of operational documents of the Pan-African Statistical Training Center (statutes including the organogram, staffing, etc) | | | | | | |
| | | 3.3.5.3 | Recruitment of staff | | | | | | |
| | | 3.3.5.4 | Development of the 10-year work program | | | | | | |
| | | 3.3.5.5 | Implementation of the work program | | | | | | |
| | | 3.3.5.6 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|---|------------|---|--|--|---|--|--|---|
| | | Code | Description | | | | | | |
| Strategic Objective 3.4: Establish an effective technological environment | | | | | | | | | |
| 3.4.1. Development of an integrated information system with links at national, regional and continental levels | Actors of ASS have credible and integrated subsystems | 3.4.1.1 | Assessment of the existing system | Africa Information High way (AIH) initiative Many other initiatives | 55 member countries form networks / establish links by 2018 55 countries have accessible integrated systems that are linked | Number of actors that have accessible integrated systems Number of domains covered | Reports of countries, RECs, continental institutional institutions | Risks: Lack of ownership of the AIH Lack of maintenance of the system Mitigations: Training of ASS actors on the various modules of the AIH Allocation of sufficient means for maintenance | Member States, RECs, continental institutions |
| | | 3.4.1.2 | Development of the work program for the integration of the information system at all levels | | | | | | |
| | | 3.4.1.3 | Implementation of work program | | | | | | |
| | | | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|--|------------|---|--|---|---|---|---|--------------------------------------|
| | | Code | Description | | | | | | |
| Strategic theme 4: Promote a culture of quality policy and decision-making | | | | | | | | | |
| Strategic Objective 4.1: Drive evidence-based decisions through the increased use of statistics | | | | | | | | | |
| 4.1.1. Dialogue between ASS, decision-makers and legislators so that their speeches are based on statistics | Statistics are used in speeches, interventions and decision-making | 4.1.1.1 | Assessment of the utilization of statistics by different actors | Few countries have regular dialogue with decision-makers and legislators | Meetings held with decision-makers and parliamentarians at the national, regional and continental levels by end of 2018 | Number of meetings organized with decision-makers and parliamentarians at the national, regional, and continental level by 2018 | Country reports | Risks: Social and economic planning without reference to statistics Mitigation: Strengthening advocacy for the utilization of statistics | Member States, Statistical Institute |
| | | 4.1.1.2 | Development of work program for promoting dialogue among decision-makers and legislators on the use of statistics | | | | | | |
| | | 4.1.1.3 | Implementation of work program | | | | Number of actors that use statistics in decision-making | | |
| | | 4.1.1.4 | Monitoring and evaluation | | | | Utilization of statistics in parliamentary debates | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|--|--|---|----------------------------------|---|--------------------------------------|
| | | Code | Description | | | | | | |
| 4.1.2. Advocacy for the use of statistics | Advocacy strategy Annual reports on dialogue with govts , civil society and private sector are available | 4.1.2.1 | Assessment of the utilization of statistics by different actors | Few countries have Advocacy Strategies | 55 countries finalize and implement their Advocacy Strategies by the end of 2018 | Number of countries with an Advocacy Strategies | Advocacy Strategies of countries | Risks: Lack of political will to make statistics central to development plans Mitigation: Strengthening of advocacy for statistics | Member States, Statistical Institute |
| | | 4.1.2.2 | Development of work program for promoting dialogue among governments, parliament, civil society, and the private sector | | | | | | |
| | | 4.1.2.3 | Implementation of work program | | | | | | |
| | | 4.1.2.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---------|------------|---|--|--|--|----------------------------------|---|--------------------------------------|
| | | Code | Description | | | | | | |
| 4.1.3. Integration of statistics into national and regional development plans | | 4.1.3.1 | Status of the integration of statistics into national and regional development plans | Few countries have integrated statistics in their national development plans Some RECs have integrated statistics in their regional development plans | 20 countries with the NSDS as the strategic axis of their development plan in 2018 54 countries with the NSDS as the strategic axis of their development plan in 2026 8 RECs with the RSDS as the strategic axis of their development plan in 2020 | Number of countries that have integrated the NSDS as the strategic focus of their development plans Number of RECs that have integrated the RSDS as the strategic focus of their development strategies | Country reports RECs' reports | Risks: Lack of political will to make statistics a cardinal axis of development strategy Mitigation Strengthening advocacy for statistics | Member States, Statistical Institute |
| | | 4.1.3.2 | Development of work program on the integration of statistics into national and regional development plans | | | | | | |
| | | 4.1.3.3 | Implementation of work program | | | | | | |
| | | 4.1.3.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|--|---|------------|--|--|--|--|---------------------------------------|--|--|
| | | Code | Description | | | | | | |
| Strategic Objective 4.2: Improve the communication of statistical information | | | | | | | | | |
| 4.2.1. Development of a Strategy for the Dissemination of Data | Dissemination plan, strategies and guidelines on dissemination of statistical information are available | 4.2.1.1 | Assessment of existing Communications Strategy | Few countries have a data dissemination strategy | 20 countries have dissemination strategies by 2018 | Number of countries that have a dissemination strategy | Dissemination strategies of countries | Risks: Apathy of actors in matters relating to the dissemination of data Mitigation Strengthening the use of modern means of disseminating data | Member States, Statistical Institute, development partners |
| | | 4.2.1.2 | Development of strategies and guidelines on dissemination of statistical information | | | | | | |
| | | 4.2.1.3 | Implementation of the Data dissemination Strategy | 55 countries have dissemination strategies by 2026 | | | | | |
| | | 4.2.1.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---|------------|---|---|---|---|---|---|---|
| | | Code | Description | | | | | | |
| 4.2.2. Development of a national, regional, and continental communications plan | Approved plans and communication plans for SHaSA 2, NSDS, and RSDS are in place | 4.2.2.1 | Assessment of existing communication strategies | National communication plans: Regional communication plans SHaSA 2 communication plan | 10% annual increase in the number of visitors to the website by 2020 Bi-annual user satisfaction survey conducted among users by end of 2018 | Number of countries/RECs/continental institutions that have communication plans in place Number of countries that have websites Number of countries whose websites are utilized Perception of users of the websites Perception of staff | Communication plans of countries/RECs/continental institutions Website addresses of countries Country reports | Risks: Weakness of ASS actors in matters relating to communication Mitigation: Strengthening actors of ASS in the utilization of modern communication techniques | Member States, RECs, continental institutions |
| | | 4.2.2.2 | Development of plans, strategies and guidelines on dissemination of statistical information | | | | | | |
| | | 4.2.2.3 | Implementation of the dissemination strategies | | | | | | |
| | | 4.2.2.4 | Monitoring and evaluation | | | | | | |

| Strategic Themes/ Strategic Objectives | Outcome | Activities | | Reference situation (in 2016) | Targets | Objectively verifiable indicator (OVI) | Sources of verification | Risks/ Mitigation Measures | Responsible Structures |
|---|---------|------------|--|-------------------------------|---------|--|-------------------------|----------------------------|------------------------|
| | | Code | Description | | | | | | |
| 5: Coordination of SHaSA 2 | | | | | | | | | |
| 5.1 National (55 countries) | | | | | | | | | |
| 5.2 Regional (8 RECs) | | | | | | | | | |
| 5.3 Continental | | | Directory of African experts by statistical domain | | | | | | |
| 6: Monitoring and Evaluation | | | | | | | | | |
| 6.1 National (55 countries) | | | | | | | | | |
| 6.2 Regional (8 RECs) | | | | | | | | | |
| 6.3 Continental | | | | | | | | | |

Annex 5.

A Data Compact for the Data Revolution

For the Data Revolution to work, the right incentives must be in place for all stakeholders. This report proposes that governments in developing countries, external funders, citizen groups, media and technical agencies sign data compacts that establish a performance agreement based on the individual country's own NSDS. In return, these would be underpinned by financial agreements. A portion of the agreed support – whether from the country's own budget or from an external funder – would be contingent on progress towards “good data,” or data that is accurate, timely, available and usable, and meets established standards.

On the side of countries, the compact could require governments, to:

- » Commit to and develop an NSDS action plan that, as far as possible, explores the integration of non-traditional data providers and users.
- » Ensure that statistical legislation is up to date and in line with the Fundamental Principles of Official Statistics.
- » Promote the effective coordination of data-related activities.
- » Promote access to and the use of data and statistics based on open data principles.
- » Ensure that data-related activities are adequately funded.

In return, external funders, including bilateral donors, multilateral agencies, development banks and others, could be required to:

- » Improve support for data-related activities, including providing funding contingent on progress towards “good data”.
- » Fund or provide technical assistance to strengthen the capacity of data providers and users.
- » Ensure activities are aligned with the NSDS, the national development plan, and coordinated with other donors.
- » Provide support in ways that minimize the burden on countries and make use of local processes and data.
- » Undertake research and development to promote and support the use of innovations.

Other features of the data compact could include a challenge fund that encourages countries to bid for resources.

(Source: A Road Map for a Country-led Data Revolution. PARIS21, OECD 2015

http://datarevolution.paris21.org/sites/default/files/Road_map_for_a_Country_led_Data_Revolution_web.pdf

Annex 6.

Terms of Reference for Specialized technical groups, Lead countries, and pan-African organizations

Specialized Technical Groups (STGs)

Under the supervision of the CoDG, STGs will be established in the statistical areas identified. These groups, with a maximum of 20 Member States, will be composed of statisticians and practitioners from Member States, RECs and representatives of regional and international specialized agencies. The STGs must meet at least twice a year under the auspices of the country. The STGs will be responsible for the following:

- » To adapt international norms and methods to African realities;
- » To develop draft standards and methods for the harmonization of statistics in Africa;
- » To monitor the implementation of common standards and methods adopted by countries;
- » To prepare progress reports on the implementation of SHaSA 2 in their various areas;

- » To address new statistical issues in Africa.

Lead Countries (LCs)

The LCs will be appointed by the CoDG to lead the STGs for a period of five (5) years. The LCs will work within the framework of the program of activities agreed by STATAFRIC according to the following terms of reference:

- » To Promote statistical development and harmonization in the areas of intervention for the different STGs;
- » To Convene, in collaboration with the STG secretariats, meetings of the STG;
- » To Ensure coordination of the implementation of common standards and methods adopted at the country level, with a view to the effective implementation of the Strategy in their respective fields; and
- » To Report to the CoDG on the progress made in the implementation of SHaSA 2 in their field.

Pan-African Organizations

Pan-African organizations such as AUC, AfDB, ECA, ACBF, and ABCA are designated according to their areas of competence to provide the secretariat for the STGs.



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**United Nations Economic
Commission for Africa**



**African Capacity
Building Foundation**