

AfDB/ AUC /UNECA/

African Group on National Accounts (AGNA)

PROJECT DOCUMENT

(DRAFT as of 31 December 2011)

Geographical Focus: The African Continent

Project Title: **Regional Project for the Implementation of the 2008 SNA in Africa**

Project Symbol: xxx/xxx/.../xx

Donors: xxx

Duration: 5 years (from May 2012 to April 2017)

Estimated Starting Date: May 2011

Total Budget: 100 million USD (including the creation of a National Accounts Institute and the support needed at RECs' and countries' level)

Brief Description: The aim of the project is to adequately prepare all countries in this continent to implement the 2008 System of National Accounts by 2017 through capacity building, institution strengthening, methodology development, and advocacy campaign.

TABLE OF CONTENTS

ACRONYMS	iii
1. BACKGROUND INFORMATION AND JUSTIFICATION	1
1.1 Introduction and Background	1
1.2 Problems/Issues to Be Addressed.....	3
1.3 Project Justification	5
1.4 Stakeholders and Target Beneficiaries	6
1.5 Past and Related Work	8
1.6 Key Regional Players	9
2. PROJECT FRAMEWORK.....	11
2.1 Impact, Outcome, and Immediate Objectives	11
2.2 Outputs and Activities	12
2.3 Performance Indicators.....	16
2.4 Risks and Assumptions.....	17
3. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS.....	18
3.1 Institutional Framework and Coordination Arrangements	18
3.2 Implementation Strategy/Methodology	22
3.3 Resources Requirements.....	26
3.4 Sustainability	28
4. MONITORING, REVIEW AND EVALUATION, AND REPORTING.....	29
4.1 Oversight, Monitoring, and Reviews.....	29
4.2 Reporting	30
4.3 Communication and Visibility.....	30
ANNEXES	32
Annex 1 Logical Framework of Regional ProDoc (5 years; 100 million USD)	32
Annex 2 Indicative Budget (in thousands (000) USD).....	41
Annex 3 Work Plan	45

ACRONYMS

AfDB	African Development Bank Group
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
ASCC	African Statistical Coordination Committee
ASS	African Statistical System
AU	African Union
AUC	African Union Commission
CEN-SAD	Community of Sahel-Saharan States
CoDG	Committee of Directors-General of African National Statistics Offices
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
EC	Executive Committee, the bureau for the RSTC
EASTC	Eastern Africa Statistical Training Centre
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENEA	École Nationale d'Économie Appliquée
ENSEA	École Nationale Supérieure de Statistiques et d'Économie Appliquée
EVA	Earned Value Analysis
FASDEV	Forum on African Statistical Development
GDP	Gross Domestic Product
HR	Human Resources
ICP-Africa	International Comparison Program for Africa
ICT	Information and Communication Technology
IGAD	Intergovernmental Authority on Development
ILO	International Labor Organization
INSEA	Institut National de Statistique et d'Économie Appliquée
ISEA	Institute of Statistics and Applied Economics
ISI	International Statistical Institute
ISSEA	Institut Sous-régional de Statistique et d'Économie Appliquée
LSMS	Living Standard Measurement Survey
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics (MAPS)
MDA	Ministry, Department and Agency of government
MDG	Millennium Development Goals
NGO	Non Governmental Organization
NSC	National Strategy Coordinator
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical Systems
OECD	Organization for Economic Co-operation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
REC	Regional Economic Community
RIS	Regional Implementation Secretariat
RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)
RSTC	Regional Steering Committee
SADC	Southern Africa Development Community
SHaSA	Strategy for the Harmonization of Statistics in Africa
SNA	System of National Accounts

SROs	Sub-Regional Organizations
StatCom-Africa	Statistical Commission for Africa
STC	Statistical Training Centre
TA	Technical Assistance
TF	Trust Funds
UMA	Arab Maghreb Union
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSC	United Nations Statistical Commission
UNSD	United Nations Statistics Division
USD	United States Dollars
WB	World Bank

1. BACKGROUND INFORMATION AND JUSTIFICATION

1.1 Introduction and Background

This Regional Project Document (ProDoc) is an implementation and action plan for the African Regional Strategy for the Implementation of the 2008 SNA. The latter was developed by the African Group of National Accounting (AGNA)¹.

The “African Strategy on the implementation of the 2008 SNA” is considered as the first pillar of the “Strategy for the Harmonization of Statistics in Africa” (SHaSA) by the Directors-General (DGs) of National Statistical Office (NSOs) at its fifth Meeting of the Committee of the DGs of NSOs². A success of regional and continental integration in Africa is contingent upon the production, analysis, and use of harmonized priority and high quality statistical information. To meet the needs and Africa’s integration agenda of African Heads of State and Government aiming to accelerate the integration for a prosperous and united Africa within the global economic system, it is a consensus that the 2008 System of National Accounts (SNA 2008) should be fully implemented, in support of producing quality and comparable statistics for Africa.

Specific follow-up actions requested by the 5th DGs meeting include:

- To call for the Pan-African Institutions and AGNA to conduct an additional assessment of the status of production of national accounts and the capacity to implement the 2008 SNA;
- to prepare a common African project to implement the 2008 SNA for the 2011-2015 period;
- to organize a round table involving all countries to discuss the first draft of the project document;
- to gear advocacy towards mobilizing financial resources in support of operationalize the 2008 SNA implementation strategy;
- to request directors-general to take necessary measures for the implementation of the strategy; and
- all parties should develop 2008 SNA advocacy material and disseminate these among all stakeholders for gaining ownership of the 2008 SNA.

The first draft of this Regional ProDoc was reviewed and discussed by African countries at the first regional meeting on the implementation of the 2008 System of National Accounts (SNA) in Africa, the “Seminar on the implementation of the 2008 SNA in Africa,”³ back-to-

¹ The AGNA team included representatives from the African Union Commission (AUC), United Nations Economic Commission for Africa (UNECA), Africa Development Bank (AfDB), Southern Africa Development Community (SADC), Common Market for Eastern and Southern Africa (COMESA), AFRISTAT, Arab Maghreb Union (AMU), Economic Community of West African States (ECOWAS), Economic Community for Central Africa States (ECCAS), Africa Capacity Building Foundation (ACBF), Arab Republic of Egypt, Botswana, Cameroon, Congo, Gabon, Guinea, Kenya, Madagascar, Morocco, Namibia, Nigeria, Republic of South Africa, Senegal, Tunisia and Zambia. The AfDB was the chair of the AGNA when the Regional Strategy was prepared.

² The fifth Meeting of the Committee of the DGs of NSOs was convened by AUC, AfDB, and UNECA in Palais des Congrès de Yaoundé, Cameroon on 14-16 December 2010.

³ The “Seminar on the implementation of the 2008 SNA in Africa” was jointly organized by the United Nations Economic Commission for Africa (UNECA), the African Development Bank (AfDB), and the United Nations Statistics Division (UNSD), was held in Addis Ababa, Ethiopia from 11 to 15 April 2011. The meeting has

back with the 9th meeting of the African Group on National Accounts (AGNA) in Addis Ababa, Ethiopia in early 2011.

Participants of the Seminar:

- Reaffirmed that the African Strategy for the Implementation the 2008 SNA is fully aligned with the Implementation Programme for the 2008 SNA and Supporting Statistics, adopted by the United Nations Statistical Commission.
- Appreciated the progress made from the African Strategy to the Regional ProDoc; agreed on the following, and pledged to give their support to the finalization of the Regional ProDoc according to agreed timelines:
 - The Regional ProDoc will be finalized by taking into accounts the results of the Seminar and the completed SNA Assessment Questionnaire conducted prior to the Seminar;
 - the period of 5 years for the implementation of the 2008 SNA is seen as a first step in its implementation;
 - the implementing ISIC Rev. 4.0 and CPC Rev. 2.0 is part of the implementation programme of the 2008 SNA, as these classifications are an integral part of the SNA;
- Called for:
 - All development partners to be strongly committed in the implementation of the 2008 SNA in Africa through the common Regional Project; and
 - Pan-African organizations to move forward in the implementation of the Regional Project, to launch advocacy campaign and to mobilize resources for the implementation of the Regional Project.

The second version of the ProDoc was thoroughly scrutinized, especially on the objectives, outputs, and activities sections, by the 10th African Group on National Accounts (AGNA) Meeting in Pretoria, South Africa in July 2011.

Participants of the Meeting:

- Endorsed and adopted the Regional ProDoc for the Implementation of the 2008 SNA.
- Requested the Secretariat of AGNA to amend and finalize it by incorporating the comments and suggestions made by this meeting by the end of August 2011 and circulate again among the AGNA members.
- Requested the Pan-African Institutions to coordinate their joint efforts to push forward the progress in the implementation of the 2008 SNA in this continent by approaching donors and mobilizing technical, material, and financial resources to start the Regional Project on the Implementation of the 2008 SNA in Africa as soon as possible.

The current version of the ProDoc is the updated one after incorporating all the comments and suggestions received from the above mentioned meetings.

This Regional ProDoc is thus prepared for such a common African Project to operationalize the Regional Strategy for the Implementation of the 2008 SNA, to reflect a clear linkage with the global Strategy which is the overall umbrella for implementation of the 2008 SNA, and to

gathered together more than 70 senior managers and experts of National Accounts from 44 African countries and 10 international and regional organizations. Among them, 45 from the National Statistics Offices (NSOs), 12 from the Central Banks, five from the Ministries of Finance and Economic Development, four from the Regional Economic Communities (RECs), and nine from other international and regional development partners.

act as an action plan and a roadmap to mobilize human, financial, and technical resources to move forward the journey of the implementation of the 2008 SNA in Africa.

1.2 Problems/Issues to Be Addressed⁴

There are many challenges confronting the compilation of national accounts statistics in Africa. In general, the continent is still in a rather early stage of the development of national accounts and the national accounting systems are not harmonious yet. The national accounts statistics are inadequate and not fully comparable across countries. There are limited human, financial, and technical resources and means as well as weak capacity and statistical infrastructure in many countries. The problems with the implementation of SNA are not restricted to the national statistical offices alone, but the entire national statistical system. Due to the poor state of the technology, the industry and products nomenclatures are too aggregated. With weak national statistical systems, timely data are not readily available and disseminated.

Limited Human, Financial, and Technical Resources

- While National Accounts in Africa is mainly compiled by National Statistical Offices (NSOs) (89%), some by the line ministries, such as the Ministries of Economic Affairs / Planning (7%) and the Central Banks (less than 5%), the number of professional staff working in the National Accounts Departments of the NSOs is relatively small. According to the survey results, the average number of National Accountants per country is eight and more than half of the African countries have less than six professional staff working in the National Account Departments of their NSOs.
- The turnover rate is relatively high. On average, four National Accounts professional staff have left from the National Accounts Department in the last five years. In Sub-Regions like the Northern Africa, there are more professional staff (5) who have left the National Accounts Department than the number of professional staff (4) who have joined the National Accounts Department in the last five years.
- Half of the countries have responded that there is less “Number of personal computers available in NA department” than the total “Number of National Accounts staff” including both professional and supporting staff in the National Accounts Departments of the NSOs.

Weak Capacity and Statistical Infrastructure

- Lack of resources and weak capacity to carry out household and business surveys and censuses for data collection to meet the minimum requirement datasets for National Accounts may be reflected in the fact that most of the data sources (60% to 70%) used for compiling National Accounts are relied on administrative records for industries ranged from agriculture, manufacture, to services.
- The overall statistical infrastructure in terms of dissemination, networks with users and respondents, and analytical capacity is also relatively weak in the whole continent, for example, the average number of months it takes to release the first estimate is five

⁴ Statistical data used in this section are based on the results of the completed SNA Assessment Questionnaire collected prior to the Seminar on the Implementation of the 2008 SNA in April 2011 in Addis Ababa, Ethiopia.

months, while the final estimate takes around 17 months. Advance release calendar exists only in about half of the countries.

Unharmonious National Accounts Systems in the Continent

- Different versions of the System of National Accounts are applied in different countries: while most of the countries (88%) are using SNA 1993, some countries (12%) are still using SNA 1968 across different sub-regions (spread on average one in each of the North, Central, East, and Southern Africa).
- Different versions of the international classification systems are adopted by different countries. The results of the survey show that about one fifth of the countries have started adopted ISIC-Rev.4, 36% using ISIC-Rev.3.1, 26% using ISIC-Rev.3, and 10% that are four countries are still using ISIC-Rev.2. Similarly, 28% have started adopted CPC-Ver.2, 30% are using CPC-Ver.1.1, and 17% are still using CPC-Ver.1.

Inconsistency and Incompleteness in the Coverage of the Economy

- One of the issues that emerged from the ICP-Africa 2005 round was the lack of consistency in the national accounts between some countries. Despite the fact that countries were compiling their national accounts in accordance with either the 1968 or 1993 SNA, there were some significant discrepancies between some countries' accounts because their estimates did not fully cover everything in some important basic headings. In Africa, the basic heading for imputed rents of owner-occupied dwellings stood out as being a major source of inconsistencies between countries, with a range of estimates from zero to more than 10% of GDP. Other important components were also affected by having less than the full coverage recommended in the SNA. For example, large variations between countries at similar stages of economic development in the levels of own-account production and consumption indicated that some countries' estimates were not completely in accord with the scope defined in the SNA.
- More general, the challenges concern the inclusion of the informal sector in the National Accounts in a regular basis. In many cases, only formal activities are partially covered and informal activities still have a big question mark. Institutional sectors are partially covered, for example, the non-profit institutions and civil societies, other levels of governance like state and local government, and aid agencies are not covered. Consequently, the true size of the economy is not captured by the National Accounts.

Early Stages in the Development of National Accounts

- Compared with the six "milestones" adopted by the UN Statistical Commission, which represent the six phases for full implementation of the SNA, one fifth of the total African countries (20%) have reached only to Phase 1 with statistical capacity to produce economic statistical aggregates of Basic Indicators of GDP at Current and Constant Prices supported by the approaches and accounts including Final Expenditures on GDP and GDP by Industry.
- Most of the African countries (65%) have so far reached to Phase 2 with statistical capacity to produce additional economic aggregates of GNI, and other primary indicators supported by the approaches and accounts including External Account of Primary Income

and Current Transfers, Capital and Financial Accounts for the Rest of the World. This group includes 27 Countries (i.e. 44% of the replied countries) answer “yes” to the question of “Do you compile Supply and Use Table (SUT)/Input Output Table.

- Only less than eight African countries (i.e. 15%) have reached to Phase 3 with the capability to produce the first step of Institutional Sector Accounts supported by the approaches and accounts including Production Account for All Institutional Sectors, Generation of Income, Allocation of Primary Income, Secondary Distribution Income, Use of Incomes, Capital Accounts and Financial Accounts for General Government.

1.3 Project Justification

The Regional Project is designed to address and tackle the problems and issues as observed and listed in the last section.

The SNA is a statistical framework which provides a comprehensive, consistent, integrated, and flexible set of macroeconomic accounts and tables; and thus reliable statistics and database for policymaking, analysis, and research purposes. The SNA is consistent with all standard manuals for the compilation of monetary, fiscal, balance of payments and, external debt statistics. It can facilitate the assessment of economic status of a country and its changes over time.

African countries have agreed that the SNA constitutes the basis for the implementation of harmonized national statistics. To compile complete, comparable, standardized, and timely disseminated national accounts statistics has become imperative to meet the needs for economic integration and common currency among other objectives in Africa. The growing globalization and foreign direct investment also suggest for comparable and reliable statistics for adequate policies and decision making.

Because of the heavy demands of the SNA, it calls for a common regional project to develop a time bound, creditable, and achievable implementation and action plan.

Table 1: Problems/Issues to Be Addressed and the Project Design and Interventions

Problems / Issues to Be Addressed	Project Design and Interventions
Limited Human, Financial, and Technical Resources	<ul style="list-style-type: none"> - Regional project approach for all the countries to work together - Advocacy and NSDS to mobilize resources for national statistical system - Building human and technical capacity
Weak Capacity and Statistical Infrastructure	<ul style="list-style-type: none"> - Strengthen the statistical institution and infrastructure
Unharmonious National Accounts Systems in the Continent	<ul style="list-style-type: none"> - The new SNA system, i.e. the 2008 SNA provides an opportunity to harmonize the national accounting systems in African countries
Inconsistencies and Incompleteness in the Covering of the Economy	<ul style="list-style-type: none"> - Informal sector - Exhaustiveness - ICP National Accounts components and basic headings - SUT and commodity flow approach - Integrate national accounts statistics with other sectoral statistics
Early Stages in the Development of National Accounts	<ul style="list-style-type: none"> - Phased approach in the implementation of the 2008 SNA

1.4 Stakeholders and Target Beneficiaries

All African countries are involved in the regional project. The continental bodies, the sub-regional economic blocks, and training institutions, as well as other development partners interested in the implementation of the 2008 SNA in Africa will play an important role in this regional project.

The immediate target beneficiaries are the professional staff in NSOs, statistical offices in other line ministries working in the National Accounts and related supporting economic statistics, and statistical offices in RECs, who will gain technical and operational capacity strengthened for the conduct National Accounts statistics activities.

The flow of statistically valid National Accounts and economic statistical data generated by the project will benefit the policy and decision-makers of national, regional and continental government agencies and donor organizations and development partners. More comprehensive, reliable, and timely statistical data will be available for access and application in economic analysis, forecasting, and projection; for policy and programmes formulation, implement, monitoring, and evaluation; and thus to boost national economic development and growth and to accelerate the African integration process.

The ultimate target beneficiaries are people in this continent, including men, women, and children to benefit from the prosperous national economy and the united Africa market and economic system. High growth and speed development of economies are the foundation for poverty alleviation, food security, and better wellbeing of millions of individuals and families.

Table 2: Stakeholder Analysis for System of National Accounts

Stakeholders	Interests	Likely impact on their interests with the improvement of economic statistics and national Accounts
<p>Planning authorities and government agencies (Ministry of economy and finance, ministry of economic planning, relevant government agencies, etc.)</p>	<p>Good statistics will assist them to:</p> <ul style="list-style-type: none"> • Have a complete picture of the economy • Formulate evidence-based policies and decisions • Assess the effects of former policies and decisions in order to highlight successes and take corrective measures in case of failure • Monitor implementation of poverty reduction strategies (PRSs) and other development programs • Monitor progress in the implementation of specific policies as well as international agreement 	<p>An enhancement of the quality of economic statistics and national accounts, will lead to:</p> <ul style="list-style-type: none"> • Better diagnosis of development and economic issues • more informed policies, plans, and programs carried in the country • better projection and forecasting • better monitoring and tracking of progress in the achievement of stated objectives, goals, and targets
<p>Research and training institutions including Universities</p>	<p>They are involved in the training of statisticians and may be looking at this work as a potential way of increasing their level of resources used in the training.</p> <p>They are also analyzers and users of data in the domain of economic research. In this regard, they will be interested by sound economic statistics.</p>	<p>A strengthened statistical system will lead to:</p> <ul style="list-style-type: none"> • increased capacities of trained statisticians to participate in data collection operations • improved prospects in participating in various data collections at NSOs, line ministries, etc. • availability of better data for analysis of economic and developmental issues
<p>International and regional organizations, multi-lateral and bilateral donor agencies</p>	<p>Sound economic statistics and NA will help them to:</p> <ul style="list-style-type: none"> • Have a complete picture of the country • Assess the needs for assistance in order to give guidance on the allocation of resources • Monitor performance of the programs they support • Report on their activities in the country and for international and regional reporting on a harmonized basis e.g., special agreements with international organizations, and regional integration, on progress towards the MDGs, etc. 	<p>A strengthened statistical system will provide better statistics to donors to better assess requirements for assistance and to provide assistance in a coordinated and synergic manner.</p>
<p>Private sector and organizations</p>	<p>Goods economic statistics and NA will help them to:</p> <ul style="list-style-type: none"> • Assess and forecast the potential of market or sectors while preparing investment projects • Forecast their production and all the related accounting and financial variables 	<p>(to be completed)</p>

1.5 Past and Related Work

The following are a summary of some recent initiatives related to improving statistics with implications for economic statistics and National Accounts.

The Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)⁵ was designed as a regional variant of the Marrakech Action Plan for Statistics (MAPS)⁶. It aims to contribute to improved development outcomes and good governance in Africa by guiding and accelerating sustainable statistical capacity building activities. Its goal is to raise societal awareness about the role of statistical information, increase user satisfaction by enhancing the quality and usability of statistical information, promote greater use of statistical information, and achieve synergy, cost-effectiveness, and sustainability in statistical information systems. While the RRSF is a more general strategic framework for statistical capacity building in Africa compared with the Regional Strategy for the Implementation of the 2008 SNA, the principles, objectives, goals, mechanism, and means of the RRSF can and should be applied in the process of carrying out this regional project.

The National Strategy for the Development of Statistics (NSDS) provides a country with a strategy for strengthening statistical capacity across the entire National Statistical System (NSS). It provides a vision for where the NSS should be in five to ten years time and sets milestones for getting there. It presents a comprehensive and unified framework for continual assessment of evolving user needs and priorities for statistics and for building the capacity needed to meet these needs in a more coordinated, synergistic and efficient manner. It also provides a framework for mobilizing, harnessing and leveraging resources (both national and international) and a basis for effective and results-oriented strategic management of the NSS. The NSDS is a very important tool and vehicle for countries to ensure that National Accounts and related supporting economic statistics have been properly included and highlighted in its center of the NSS as one of the major areas and tasks to be planned for strengthening and development in the coming years.

Strategy for the Harmonization of Statistics in Africa (SHaSA) provides a framework for the production of timely, reliable and harmonized statistical information in support of Africa's integration agenda adopted by the African Heads of States and Government. The strategy was adopted by African Ministers of Finance and Economy in March 2010 and by Heads of States and Government in July 2010. As part of SHaSA implementation mechanism, a Committee of Directors-General of National Statistics Offices (CoDG) was established to provide overall guidance and serve as the Steering Committee for the implementation of SHaSA. As the first pillar of the SHaSA, this regional project for the Implementation of the 2008 SNA is part of the implementation of the SHaSA as a whole.

⁵ The RRSF was endorsed by the meeting of Directors of National Statistics Offices (NSOs) in Africa and the second Forum on African Statistical Development (FASVEV II)⁵ held in Addis Ababa, Ethiopia in 2006 as well as the Conference of African Ministers of Finance, Planning and Economic Development held in 2007.

⁶ MAPS was endorsed by the Second Roundtable on Managing for Results held in Marrakech, Morocco with the aim of improving national and international statistics in support of MDGs. The lead action of MAPS (there are six actions) for improving statistics is mainstreaming strategic planning of statistical systems, especially through the design and implementation of a National Strategy for the Development of Statistics (NSDS).

The International Comparison Program for Africa (ICP-Africa)⁷ led by the AfDB focuses on activities with regional public goods characteristics including (i) methodological development work to generate a statistical infrastructure and approach that fit the African environment; (ii) adaptation of international statistical standards to suit local conditions in RMCs and conducting training workshops on these standards; (iii) harmonization of data generation practices and standards to ensure comparability of data across RMCs and with the rest of the world; and (iv) training of country officials for strengthening statistical capacity. While the ICP is based on the 1993 SNA, the related training organized by NSOs at country level for enumerators and supervisors, and training of ICP coordinators and statisticians in seminars and workshops organized by AfDB and UNECA at regional and sub-regional levels will contribute significantly to the statistical capacity building for this project and the implementation of the 2008 SNA.

1.6 Key Regional Players

A number of organizations in Africa play significant roles in statistical development in the continent. It is expected that these will take forward the execution of the regional project. The organizations include the following:

The African Development Bank (AfDB)⁸

Established in 1964, the African Development Bank (AfDB) is a multilateral development bank involved in the promotion of economic development and social progress in regional member countries (RMCs). The mandate of the African Development Bank is to “contribute to the economic development and social progress of its regional members, individually and jointly,” by contributing to poverty reduction efforts in its RMCs. Through its Statistics Department, the AfDB is contributing to the effective development of the statistical capacity and systems of its RMCs for the provision of timely and reliable data for policy formulation, implementation and evaluation as well as the monitoring of progress towards achieving the MDGs and Poverty Reduction Strategies.

United Nations Economic Commission for Africa (UNECA)⁹

As both a pan-African organization and the only UN agency mandated to operate in Africa at both continental and regional levels and to harness resources and bring them to bear on Africa’s development priorities as set out by the African Union, since its establishment in 1958, the UNECA has carried out many activities and played a substantial role in increasing the African countries’ statistical capacity and infrastructure. In recent years, technical resources and capacity of UNECA in the area of economic statistics and national accounts have been substantially strengthened. As the UN regional arm, UNECA will take up more activities in coordinating and monitoring the implementation of the 2008 SNA on the regional

⁷The International Comparison Program for Africa (ICP-Africa), 2004-2007, was part of the global International Comparison Program (ICP) launched in 1970 as a global statistical initiative to generate comparable price and expenditure data to facilitate cross-country comparisons of GDP and its sub-aggregates in real terms without price and exchange rate distortions. The 2005 round of ICP covered over 140 countries including 48 countries in Africa. In the previous ICP round of 1993, 22 African countries out of a total of 118 countries globally participated in the program.

⁸Strategy for the Harmonisation of Statistics in Africa (SHaSA), AUC et al, 2010

⁹AUC, opt cit

level with a network with other UN agencies and partnership with other international and regional development partners and member countries.

African Union (AU)

Since its launching in 2002 as the leading integration institution, the AU is working for the creation of the African Economic Community, based on RECs as pillars of the integration process. The vision of the continental organization is to create "the United States of Africa that is integrated, prosperous, fair, well managed and peaceful, sustained by its own citizens and constituting a creative and dynamic force on the international stage." The African Union Commission (AUC) is an active member of the African Statistical Coordination Committee (ASCC). It has a Statistics Unit within the Department of Economic Affairs which, in recent years, has provided leadership in formulating two important statistical initiatives, namely the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa.

Regional Economic Communities (RECs)

The RECs group works together with individual countries for purposes of achieving greater economic integration and development. Currently, there are eight RECs recognized by the AU, each established under a separate regional treaty. They are: the Arab Maghreb Union (UMA), the Common Market for Eastern and Southern Africa (COMESA), the Community of Sahel-Saharan States (CEN-SAD), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD) and the Southern Africa Development Community (SADC). RECs are described as the "building blocks" of the African Union and are also central to the strategy for implementing the NEPAD, Africa's blueprint for development in the 21st century.

Sub-Regional Organizations

These mainly include Afristat (Economic and Statistical Observatory for Sub-Saharan Africa) and Statistical Training Centres (STCs).

Afristat was established in 1993 to contribute to the development of the economic, social and environmental statistics in 19 African member states mostly French-speaking countries¹⁰. It is mainly engaged in the harmonization of concepts, standards, and methods in the areas of National Accounts, price and the informal sector statistics. Some Strategy activities of the Regional Strategy for Implementation of the 2008 SNA can be implemented in the Afristat region through Afristat.

A number of statistical training centers (STCs) were established mainly by the United Nations initially in Francophone Africa in the early 1960s followed by those in Anglophone Africa in the late 1960s and in the 1970s¹¹. Some of these centers had a regional character i.e. serving a group of countries and some were national institutions. To ensure a continuous supply of

¹⁰ Afristat member states include Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, the Comoros, Congo, Côte d'Ivoire, Gabon, Guinea, Guinea Bissau, Equatorial Guinea, Mali, Mauritania, Niger, Senegal, Chad and Togo.

¹¹ J.P.M. Ntozi, Training of African Statisticians at professional level, Journal of Official Statistics. Vol.8, No. 4, 1992.

qualified personnel for NSOs, the UNECA with funding from UNDP established in 1978 the Statistical Training for Africa (STPA). Eleven centers were selected to participate in the STPA because they had a regional character and they offered practical training in statistics. These centers have trained a large number of statistical personnel at all levels. In addition, many universities and other training institutions in many African countries now include statistics in their curricula.

Under its statistical capacity building program, the AfDB has been assisting six (6) Statistical Training Centres (STCs) initially in context of implementation of the ICP-Africa training component. The Centres are: Ecole Nationale Supérieure de Statistiques et d'Économie Appliquée (ENSEA) (Abidjan-Cote d'Ivoire), Institut National de Statistique et d'Économie Appliquée (INSEA) (Rabat-Morocco), Institut Sous-régional de Statistique et d'Économie Appliquée (ISSEA) (Yaoundé-Cameroon), École Nationale de la Statistique et de l'Analyse Économique (ENSAE) (Dakar-Sénégal); Institute of Statistics and Applied Economics (ISAE) (Kampala-Uganda), and Eastern Africa Statistical Training Centre (EASTC) (Dar Es Salaam-Tanzania).

The Roles of the Pan-African Institutions and the Sub-Regional Organizations

As described in the Regional Strategy for the Implementation of the 2008 SNA, the AUC will play a leadership advocacy role in the field of statistics. The AfDB and UNECA will ensure that the high ranking authorities of the respective institutions in their jurisdiction, list the strategies and priority activities for the implementation of this strategy. The Regional Strategy and Project must be financed and supported by an active advocacy at continental, regional and national levels. As endorsed by the fifth Meeting of the Committee of the Directors-General (DGs) of NSOs in Yaoundé, Cameroon last December, the AfDB, AUC and UNECA were requested to appoint AGNA coordinators respectively with the coordinator at AfDB being the lead regional coordinator of AGNA; RECs were requested to appoint sub-regional coordinators at their level; the AGNA was to be expanded to include membership of all African countries, and to be raised into a permanent working group on National Accounts like the inter-secretariat working group on National Account at the global level; and the AfDB AUC, and UNECA were mandated to directly invite AGNA members to the AGNA meetings.

2. PROJECT FRAMEWORK

2.1 Impact, Outcome, and Immediate Objectives

2.1.1 Goal and Impact

The overall development objective of the Regional Strategy and Project to be achieved is to ensure the availability and utilization of quality national accounts and related economic statistical information for macroeconomic analysis and the designing and formulation of evidence-based macroeconomic policies and for monitoring and tracking progress towards the achievement of national and international development target in support of African integration processes, macroeconomic convergence, and better economic management by all African countries and at the regional and continent levels.

2.1.2 Purpose and Outcome

The medium-term objective of the Regional Strategy and Project to be achieved is by the end of the Project, as a direct consequence of the immediate objectives and outputs produced through methodology development, capacity building, institution strengthening, and advocacy campaign, all countries in this continent are adequately prepared to adopt the 2008 SNA by 2015 in order to produce harmonized and comparable national accounts and related economic statistical data.

2.1.3 Immediate Objectives

There are nine immediate objectives or the expected accomplishments of the Regional Project as follows:

- (1) Technical, institutional, and financial preparation and arrangement for the Regional Project properly made.
- (2) A set of manuals, handbooks, and methodological guides for implementation of SNA in African developed and applied.
- (3) ICP-Africa adopted as a framework for capacity-building for National Accounts.
- (4) Availability and quality of the basic data required for the compilation of National Accounts improved.
- (5) An optimal and efficient operational system for National Accounts production and dissemination achieved.
- (6) Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.
- (7) Human, material, financial, and technical resources for National Accounts in the National Statistical Systems increased.
- (8) Advocacy at all decision-making levels launched.
- (9) Monitoring, evaluation, and reporting conducted.

2.2 Outputs and Activities

The outputs and corresponding activities are the following:

Objective 1: Technical, institutional, and financial preparation and arrangement for the Regional Project properly made.

- Output 1.1: The Regional ProDoc as the implementation and action plan for the Regional Strategy prepared and launched.
 - Activity 1.1.1: Conduct a further and in-depth assessment on National Accounts Status and Capacity of all African countries.
 - Activity 1.1.2: Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.
 - Activity 1.1.3: Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.
 - Activity 1.1.4: Convene AGNA meetings to discuss and finalize the Regional ProDoc.
- Output 1.2: Governance and coordination bodies and structures for carrying out the Regional Project established at the regional and national level.
 - Activity 1.2.1: Establish governance structures including monitoring and evaluation (M&E) system at the regional and sub-regional levels.

- Activity 1.2.2: Establish or strengthen existing governance and coordination structures for National Accounts statistics at national level.

Objective 2: A set of manuals, handbooks, and methodological guides for implementation of SNA in African developed and applied.

- Output 2.1: The set of manuals, handbooks, and methodological guides for implementation of SNA in African developed which will take the regional specificities into accounts.
 - Activity 2.1.1: Identify issues and topics specific to African region which require separate treatment from what is recommended in the 2008 SNA.
 - Activity 2.1.2: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.
 - Activity 2.1.3: Develop bridge tables between questionnaires and the 2008 SNA tables.
 - Activity 2.1.4: Develop manuals, handbooks, conceptual and methodological notes and practical guidebooks (including quarterly accounts).
- Output 2.2: The set of manuals, handbooks, and methodological guides applied and made dynamic and institutionalized.
 - Activity 2.2.1: Apply the manuals, handbooks, and methodological guides at sub-regional and national levels.
 - Activity 2.2.2: Determine the periodicity for updating the manuals, handbooks, and methodological guides in line with international practice.

Objective 3: ICP-Africa adopted as a framework for capacity-building for National Accounts.

- Output 3.1: ICP-Africa adopted as the basis for routine National Accounts activities.
 - Activity 3.1.1: Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.
 - Activity 3.1.2: Publish the GDP breakdown methodology for the ICP-Africa 2011 Round.
 - Activity 3.1.3: Apply the GDP breakdown methodology for the ICP-Africa 2011 Round.
 - Activity 3.1.4: Provide technical assistance to the ICP-Africa 2005 non-participating countries.
 - Activity 3.1.5: Provide technical assistance to Fragile States and Small Developing countries.
- Output 3.2: A system for annual production of macroeconomic aggregates developed and established.
 - Activity 3.2.1: Improve and enhance the validation methods of GDP expenditures and National Accounts for each REC member countries.
 - Activity 3.2.2: Develop and publish an African annual report on GDP breakdown into basic headings.

Objective 4: Availability and quality of the basic data required for the compilation of National Accounts improved through the National Strategy for the Development of Statistics (NSDS).

- Output 4.1: A system of structural socio-economic surveys developed.
 - Activity 4.1.1: Evaluate data sources required for the production of the 2008 SNA.
 - Activity 4.1.2: Develop practical guidebooks on statistical surveys for the improvement of national accounts (collection of data) and making forecasts of key variables (use of data).
 - Activity 4.1.3: Conduct surveys for national accounts.
- Output 4.2: Improved technical capacity of countries to process data on the informal sector, using mixed surveys, and to compile exhaustive GDP estimates in line with international standards
 - Activity 4.2.1: Develop guidebooks to integrate informal sector data in national accounts.
 - Activity 4.2.2: Share good practice through technical assistance and South-South cooperation.
 - Activity 4.2.3: Develop a web-based knowledge management repository of technical materials and methodologies.
- Output 4.3: Administrative data promoted and developed.
 - Activity 4.3.1: Make an inventory of administrative data sources required for national accounts compilation.
 - Activity 4.3.2: Develop a guidebook on processing data from administrative sources in national accounts.
 - Activity 4.3.3: Put coordination mechanism (such as establishing a National Accounts Department/Unit if there is not one yet) in place for ensuring access to the administrative data required for National Accounts compilation and regular updates.
- Output 4.4: Improved use of International Statistical Systems (Balance of Payments, Government Finance Statistics, Monetary and Financial Statistics, etc) for the compilation of National Accounts.
 - Activity 4.4.1: Develop bridge tables between international statistical systems and 2008 SNA national accounts (link global and national).
- Output 4.5: International classifications (i.e. ISIC Rev.4.0, CPC Ver. 2.0, etc.) adapted and adopted.
 - Activity 4.5.1. Adapt and adopt international classifications at regional, sub-regional, and national levels.
 - Activity 4.5.2: To work on the 2008 SNA classifications as regards groups of countries.

Objective 5: An optimal and efficient operational system for National Accounts production and dissemination developed.

- Output 5.1: National Accounts prepared in accordance with a timeline respects the national, sub-regional and regional requirements.
 - Activity 5.1.1: Establish calendar for the publication of National Accounts in Africa.
 - Activity 5.1.2: Enhance National Accounts' validation processes at REC and regional levels.
 - Activity 5.1.3: Adopt the type (version) of National Accounts, i.e. preliminary, provisional, and final figures.

- Output 5.2: Production of National Accounts optimized and rationalized.
 - Activity 5.2.1: Group countries according to the kind of accounts to be developed and produced.
 - Activity 5.2.2: Establish a minimum list of tables to be produced and published by group of countries.

Objective 6: Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.

- Output 6.1: Well-adapted modern IT tools for compiling, processing, and analyzing statistical information developed and applied. Activity 6.1.1: Utilize modern and country-adapted IT tools.
- Output 6.2: Training in National Accounts improved.
 - Activity 6.2.1: Develop training programs in National Accounts.
 - Activity 6.2.2: Develop training specimen modules and tools.
 - Activity 6.2.3: Develop National Accountant's profile.
 - Activity 6.2.4: Strengthen the existing statistical training institutions.
 - Activity 6.2.5: Create a postgraduate national account institute
- Output 6.3: National accountants' capacities improved.
 - Activity 6.3.1: Organize training workshops and seminars.

Objective 7: Human, material, financial, and technical resources for National Accounts in the National Statistical Systems increased.

- Output 7.1: African National Accountants Network created.
 - Activity 7.1.1: Create the African National Accountants Network (ANAN).
- Output 7.2: A team of continental advisors in National Accounts set up.
 - Activity 7.2.1: Set up a team of continental advisors in National Accounts.
 - Activity 7.2.2: Assess countries' statistical system developments and capacity constraints in production of National Accounts statistics.
 - Activity 7.2.3: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.
- Output 7.3: Funding of National Accounts activities increased.
 - Activity 7.3.1: Mobilize and increase national resources to National Accounts through NSDS.
 - Activity 7.3.2: Involve the development partners for funding of National Accounts at national level.
- Output 7.4: Resources are mobilized and allocated for strategy implementation.
 - Activity 7.4.1: Mobilize and allocate resources for the Regional Project.

Objective 8: Advocacy at all decision-making levels launched.

- Output 8.1: An active and operational advocacy developed.
 - Activity 8.1.1: Prepare advocacy materials and tools.
 - Activity 8.1.2: Organize advocacy at continental, sub-regional, and national levels.

- Activity 8.1.3: Organize advocacy at various levels of government up to the Head of State.
- Activity 8.1.4: Promote the use of National Accounts statistics.

Objective 9: Mid-term and final overall monitoring, evaluation, and reporting conducted.

- Output 9.1: Monitoring, evaluation, and reporting conducted.
 - Activity 9.1.1: Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.
 - Activity 9.1.2: Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.
 - Activity 9.1.3: Apply the best practice in monitoring the implementation of the 2008 SNA.
 - Activity 9.1.4: Develop standard framework for reporting (country, RECs, and continent).
 - Activity 9.1.5: Conduct evaluation exercise and disseminating results to all stakeholders including NSOs.
 - Activity 9.1.6: Peer review among countries.

2.3 Performance Indicators

The following are the major indicators to validate and monitor achievement of interventions and results of the Project's performance:

- Annual continental report/publication of ICP National Accounts data.
- Appropriate computers and specialized software adopted.
- Blueprints on administrative data for National Accounts.
- Blueprints on international classifications adapted to Africa.
- Blueprints on other international statistical systems adapted to Africa.
- Blueprints on statistical surveys for National Accounts.
- Core AGNA team members designated.
- Document on National Accountant's profile.
- Existence of functioning strategy implementation structure at the continental level and regular production of monitoring and progress reports.
- Legal documents related to creation of a National Accounts Institute.
- List of accounts for each group of countries.
- List of classifications for each group of countries.
- List of countries by groups.
- Methodological notes
- National calendars, RECs calendars, and regional calendars adopted.
- Number of countries adopting and routinely applying the recommended methodology.
- Number of countries adopting the recommended methodologies and institutional settings, applying advocacy materials, conducting advocacy campaign, and undertaking and participating in the capacity building activities.
- Number of countries formally undertaking statistical advocacy in the National Accounts sector.
- Number of countries having integrated ICP work in the National Accounts activities
- Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements.
- Number of countries production of National Accounts optimized and rationalized.

- Number of countries with coordination arrangements for National Accounts statistics.
- Number of countries with increased publication and dissemination of National Accounts statistics by following the standards of the 2008 SNA.
- Number of data validation sub-regional and regional working groups.
- Number of Fragile States and Small Developing Countries participating in ICP-Africa.
- Number of ICP-Africa 2005 non-participating countries assisted.
- Number of persons trained.
- Number of sub-regional working groups on National Accounts and on GDP breakdown in basic headings validations.
- Product list per REC and product list per country.
- Publications on PPP in line with sequence of National Accounts publications.
- Resources mobilized, secured, and allocated.
- Series of AGNA meetings held.
- Standard programs and modules on training National Accountants.

Sources for majority of the above indicators are the Project Progress Reports prepared periodically.

2.4 Risks and Assumptions

Important risks (and corresponding risk descriptions) that could jeopardize the realization of the Regional project outcomes and related mitigating measures that would minimize their impact on the success of the plan are identified and presented in the following table. In addition, a risk management framework was proposed to ensure that risks are monitored and controlled. The framework entails identification of new risks, registering them, analyzing them and providing a response.

Table 3: Risks and Mitigating Measures

Risk drivers	Description/Discussion	Mitigating measures
1. Donor coalition risks		
1.1 Unsustainable donor commitments	The donor commitment to fund parts of the regional project may not be sustainable along the whole life of whole regional project cycle.	- To organize and implement the Strategy by phase and groups of countries.
1.2 Mobilization and securing all funds required to cover regional project cost	It may not be easy to mobilize in a timely manner the total funds required to complete the regional project.	- Strong advocacy among all potential donors.
1.3 Large regional project size	The regional project is covering all the African countries and RECs with four implementation components including cross-cutting activities.	- Implementation components may be funded as standalone sub-regional projects. - To organize and implement the Strategy in phases and by group of countries.
2. Regional project management risks		
2.1 Problems to coordinate the regional project	Some tasks of this important Strategy will be executed in parallel or some after others by different structures (AfDB, AUC, and UNECA). This requires a transparent and coherent coordination and management arrangements.	- The Regional Strategy Coordinator to be assisted by a Technical Coordinator and support staff.

2.2 Weak M&E system at country level	At country level, the M&E system does not always exist or operate efficiently.	- To assist countries to develop and implement an M&E system.
2.3 Weak risk management system	If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may compromise the success of the regional project.	- To put into place an operational risk management plan. - To ensure that related regular reports on the progress made are issued and discussed with the senior management, and the mitigating measure executed.
2.4 Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement	The planning may have underestimated some required resources. Or disbursement of some resources may be delayed.	- To revise regularly the budget and work plans. - To ensure timely disbursement of all required resources.
2.5 Possible weaknesses of RECs/SROs	Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the regional project activities as planned.	- To identify the capacity of each of them and assist them accordingly. The establishment of RECs/SROs profiles will help.
2.6 The regional project schedule and cost overruns	The volume of activities to be implemented may be too ambitious while required funds and other resources are not made available and timely.	- To monitor closely the adherence to the implementation plan schedule and ensure that required funds are made available in a timely manner. - To include appropriate management reserve tasks on the schedule of technical components.

The risk management will be kept dynamic throughout the whole regional project life cycle. A Risk Log of all the unresolved problems and risks associated with the problems which may arise during plan implementation will be maintained in order to keep them tracked and maintain control over them. Residual risks and/or their changes in terms of probability of occurrence and magnitude of impact will be kept updated while new risks will continuously be identified, analyzed and recorded into the risk register (see figure below).

The assumptions, however, are basically the conditions needed to achieve results after the risks have been managed. For this reason, they have been defined for each activity and included within the logical framework (see Annex I).

3. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

3.1 Institutional Framework and Coordination Arrangements

The implementation of the 2008 SNA will follow a coordination mechanism chart in line with the Reference Regional Strategy Framework (RRSF) for Statistical Capacity Building in Africa. Consequently, as it may be the case for the implementation of the other domains created by StatCom-Africa, the continental coordinators of the Strategy are: AfDB, AUC and UNECA.

The regional governance structure will, inter alia, execute the regional project, allocate resources, monitor implementation, assess and report on progress made. It will make use of

existing arrangements, processes and structures at continental, regional and national levels and hence avoid the creation of new structures and heavy use of resources.

A Regional Steering Committee (RSTC) will be established as the decision-making body of the Project. The Committee which includes both users and producers of statistics will be under high level stewardship of the Deputy Executive Secretary of ECA as its chairperson.

The responsibilities of the RSTC include:

- Providing policy oversight and guidance on the regional project.
- Overall coordination and accountability of the regional project.
- Approving the overall work plan.
- Providing overall management of the implementation action plan.
- Resource mobilization.
- Reporting progress to StatCom-Africa and to the CODGS.

It will comprise members of African Statistical Coordination Committee (ASCC) (AfDB, AUC, ACBF, ECA), African Friends of the Chair of the UN Statistical Commission (Morocco, Uganda, Ethiopia, Senegal), Chair of StatCom-Africa (South Africa), Regional Coordinators of the African Group on National Accounts (AGNA), Statistical Training Centres (1 representative), RECs (2 representatives), Economic Research Institutions (1 representative), UNSD and donors (e.g. World Bank, DFID, USDA and Bill and Melinda Gates Foundation). The RSTC will hold one regular meeting each year.

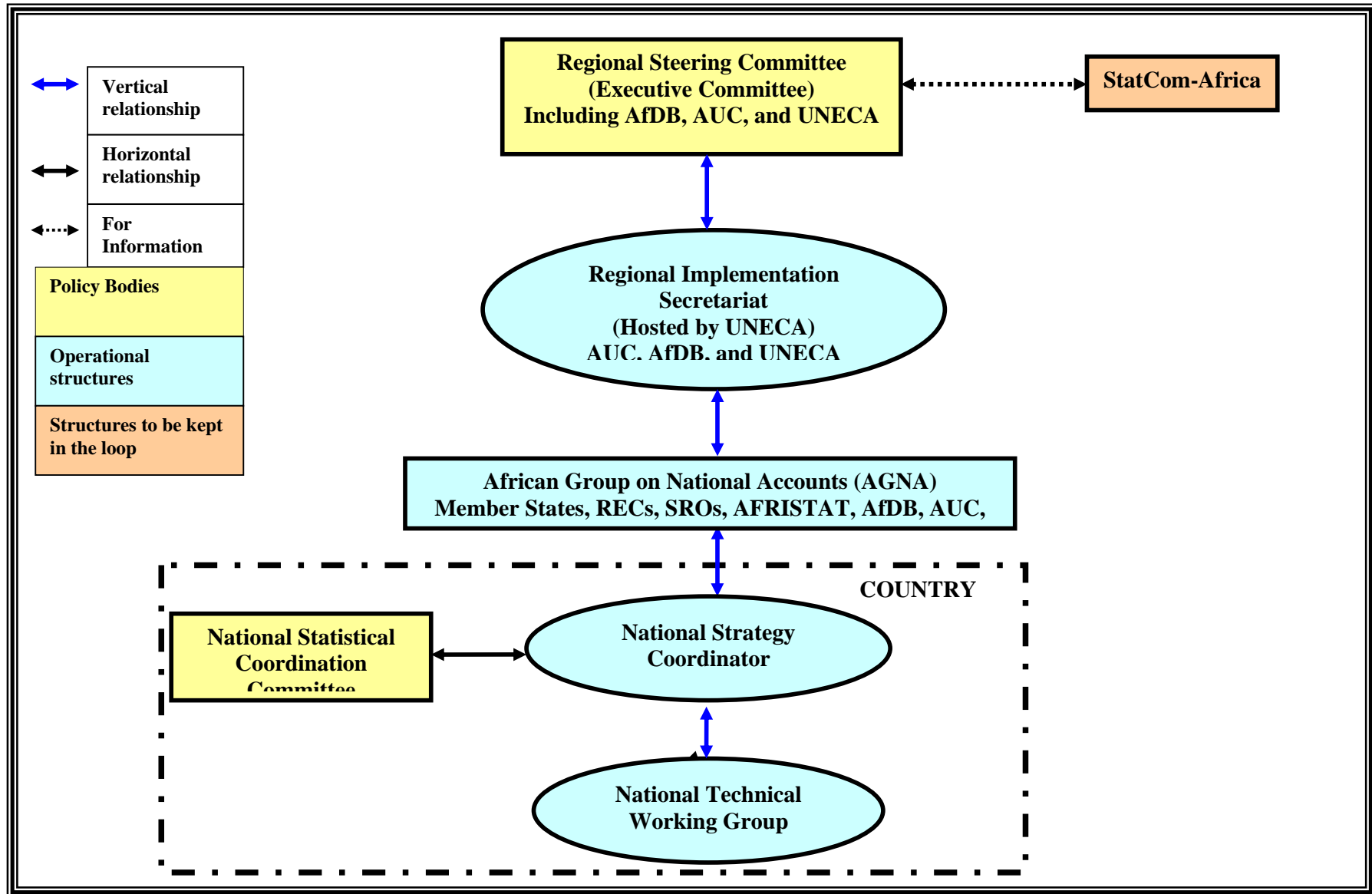
A Regional Implementation Secretariat (RIS) will be established at ECA. The 3 Regional Coordinators of the AGNA will be members of the Secretariat. Other members will be the Regional Implementation Secretary, National Accounts Regional Advisors, a Finance Officer, an M&E Officer, and an Administrative Assistant. The responsibilities of the Secretariat will include, inter alia, mobilizing and allocating resources, and monitoring, evaluating and reporting on the conduct and operation of the Regional Project. The hosting institution, ECA, will be running the Secretariat.

The Secretariat will report to the RSTC.

Regional Economic Community (REC)/ Sub-Regional Organization (SRO) level: The five RECs (ECCAS, ECOWAS, COMESA, SADC, UMA) will have the role of Sub-Regional Coordinators, and AFRISTAT the role of Technical Adviser. Where appropriate, SROs like Statistical Training Centres will be involved in the implementation of the Strategy. Where capacity is lacking, support will be provided.

National Level: The main beneficiary of the Regional Strategy will be the countries that need good National Accounts and economic statistics for evidence-based policy, decision-making and a host of other purposes. Countries will bear the primary responsibility for the Strategy implementation. The implementation mechanism at national level will include: National Statistical Coordination Committee chaired by a data user, usually a high-level policy maker from the ministry of finance and/or planning committee, that will oversee the development of the National Statistical System; a National Strategy Coordinator, usually the head of the organization in charge of National Accounts, to deal with administrative and technical work in the implementation of the Strategy in the country; and a Technical Working Group chaired by the head of the Department in charge of compilation of National Accounts to assist the Coordinator. Central banks should be part of the Technical Working Group.

Figure 1: Governance structure of the project



3.2 Implementation Strategy/Methodology

As agreed by AGNA, this Regional Project will be the common regional project for the implementation of the 2008 SNA in Africa, which is also consistent with the Global Strategy for the implementation of the 2008 SNA. To make the objectives of the Regional Project achievable, they will be supported by an intervention matrix with a clear definition of the roles of different stakeholders at regional, sub-regional, and national levels, a detailed work plan with well defined timeline for duration of five years from 2012 to 2017, and a detailed budget for the project. The specific project approach is built on the experiences and best practice in countries gained during the previous implementation of the 1993 and 1968 versions of SNA.

The Regional Project will be carried out in four complementary, mutually reinforcing, and parallel processes:

- The first is methodological developments, followed by capacity building, which comprising two components: training and technical assistance.
- The second is institutional setting and strengthening.
- The third is advocacy campaign.
- The above three processes will be supported by a constantly and continuously monitoring, evaluation, and reporting process.

Methodological development

A set of guidance, manuals, and handbooks will be developed by the AGNA group together. These guidance, manuals, and handbooks will lay out clear and specific procedures and methods on how to apply and implement the 2008 SNA in African countries with their specialties and circumstances, including international standards related to concepts, definitions, classifications, data requirements, accounting and compiling methodologies in the areas such as master frame for integrated survey, data collection methods, administrative data, market information, and data analysis.

The AGNA Group will work together to come up with a list of key issues and topics that are urgently needed by countries for the development of the manuals and handbooks. For example, some of these issues and topics that have been listed in the Regional ProDoc are the following:

- Issues specific to African region which require separate treatment from what is recommended in the 2008 SNA;
- Adaptation of international classifications in Africa;
- Identification of administrative data sources and development of bridge tables with the 2008 SNA tables;
- Development of bridge tables between questionnaires of economic surveys and 2008 SNA tables;
- Development of statistics on informal sector for the compilation of national accounts and supporting economic statistics;
- Development of handbooks on design and conduct of economic surveys;
- Development of practical guidebooks on quarterly national accounts, GDP breakdown methodology for ICP; and

- Development of bridge tables between other macroeconomic statistical systems and national accounts to make use of available statistics emerging from these systems.

The AGNA group will then organize itself into several task force teams and each task force team will work on each of the identified and agreed technical issues to come up with a manual or a handbook. The process of discussion and development of the manual and handbook by each AGNA task force team on the particular technical issue/topic itself is a capacity building process for the participated AGNA members. By the time, the manual and handbook are developed each and every member of the task force team will be an expert and specialist in the particular issue and subject.

To ensure the process to be productive, effective, and keeping on track, each task force team will be assisted and supported by an expert consultant to prepare the draft manuscript for discussion and to revise and finalize the manuscript by taking into account the comments and recommendations received from the members of the AGNA task force team. The Regional Advisor will prepare the outlines of the technical documents in liaison with the members of the task force, present the outlines to the AGNA group, incorporate the comments of the Task Force Team, make a draft of the first version of the document and circulate to the Task Force Team for comments and suggestions, discuss with the Task Force Team at the following AGNA meeting. After repeating another round of the above process, the Regional Advisors will revise, discuss, and finalize the technical documents with the AGNA. During the process, necessary consultation will be conducted with a network of specialists including institutions, academia, and individual experts supported by the Regional Implementation Secretariat (RIS).

Each activity under the methodological development component will be carried out in three phases: the preparation of guidebooks/handbooks or manuals, the training of countries and the conduct of technical assistance in requesting countries. Each document will require: one year for its preparation; one year to build capacities of countries of at regional level; and two years to conduct technical assistance in requesting countries. Therefore, it is assumed that three AGNA meetings are needed to finalize a technical document. At the end of the process, the document should be translated and printed. The steps regarding the printing and the translation of documents may overlap between two years: assuming that the RIS will engage corrective actions at the right time. The key players for the execution of this program are the following: Member States and Sub-regional organizations for the provision of comments to enhance the quality of documents and to take in account the specificities of Africa; The regional organizations as facilitators; and The RIS represented by the Regional Advisors to prepare all the necessary technical documents.

Capacity Building: Training and Technical Assistance

The capacity building will be carried out through training and technical assistance.

At the regional level, the developed manuals and handbooks will be exchanged and shared between different task force teams and among the whole AGNA group through electronic circulation and dissemination and seminars/workshops during the periodic AGNA meeting at the regional level. By doing so, members of the AGNA will learn and get to know those manuals and handbooks developed by other Task Force Teams.

At the country level, the members of AGNA will be the trainers to conduct training workshops/seminars and to distribute and disseminate the developed manuals and handbooks

to their respective countries and to train the national accountants at the national and sub-national levels.

Upon requests from the Member States, experts and consultants will be provided to countries if they feel that there is a need for support from the regional and/or sub-regional institutions in order to carry out the related training at the national and sub-national levels and/or for a support to follow up with the training to put hands on how to really implement.

On top of these TA missions linked to the development of technical documents, there will be TA missions conducted during the overall project in the following specific categories of countries:

- ICP-2005 non participating countries;
- Fragile and small developing countries; and
- Countries lagging behind in the implementation of the 1993 SNA.

The key players for the execution of activities related to training and technical assistance are the following: Regional organizations as facilitators; Countries and sub-regional organizations as beneficiaries: AGNA coordinators are expected to relay the information at the country level and to liaise with regional organizations to address specific issues. A team of Regional Advisors will be recruited on a full-time basis and attached to the Regional Implementation Secretariat (RIS) Office for carrying out the capacity building.

Institution Strengthening

The aim of institutional strengthening is to develop institutional and organizational capacities. Most African countries have and continue to experience both institutional and organizational weaknesses that inhibit effective development of National Statistical Systems in general and national accounts and economic statistics in particular. Institutional strengthening will be required to address these weaknesses and will be sought by countries based on specific needs. To design the National Strategy for the Development of Statistics (NSDS) is one of the best ways to build national capacity and strengthen statistics in support of national and international economic growth and development.

Issues such as determining periodicity for updating manuals/handbooks, setting calendar of publication of NA, and establishing African NA network can be established in all countries through discussed and agreed upon prepared proposals and then revision and finalization. These procedures can be carried out in the regular series AGNA meetings especially during the period of the Regional Project. Thus, all the related decisions will be made jointly by the AGNA group and then bring home to implement in all the Member States.

The activities under the institutional strengthening will be mainly undertaken by the regional advisors as they will prepare proposals to be discussed during AGNA meetings.

Advocacy Campaign

To adopt the 2008 SNA is a political decision made by the Member States with the national commitment. Therefore, one of the key processes of the Regional Project is to prepare and provide materials to various policy makers on how national accounts and related economic statistics can be useful for policy making and to help advocate for more resources to be

mobilized to the compilation and development of national accounts and related economic statistics.

One of the lessons from previous attempts to implement the former versions of the System of National Accounts is that no significant result can be obtained without an active and coherent advocacy strategy, particularly addressing the Heads of State and Government, the members of Parliament, the Ministers of Finance, Planning and Economy, Governors of Central banks, the Civil Society and Development Partners.

The advocacy must address all governance segments in each country, and become an important component of the national strategy of economic and statistical development. Thus, more than in the past, advocacy must be a promotion and supporting activity during the implementation of the Regional Project in Africa.

Monitoring, Evaluation, and Reporting

For the monitoring and reporting of the project, a meeting of the RSTC each year is scheduled. Five field missions in 1 country of the 5 sub-regions are also proposed to monitor the execution of the project. The monitoring/reporting of project will be conducted during the overall project. The key players of these activities are:

- Member States;
- Regional and Sub-regional organizations;
- Regional organizations;
- Members of RSTC; and
- The RIS.

The Regional AGNA Meeting

The regional AGNA meeting will play a very important role in the implementation of the project. It will perform three functions: (a) a forum for discussion, review, and formulation of the technical documents; (b) a workshop for training of various technical subjects to the AGNA coordinators based on the developed technical documents; and (c) a forum for discussion and decision on the issues related to institutional settings. It is a way for Member States to actively participate in the process of “methodological development,” “Training,” (i.e. capacity building), and “Institutional strengthening.” Accordingly, it is proposed to have three regional AGNA meeting each year, i.e. on average, once in every four months during the year. The duration for each meeting will be three days: one day for break-out Task Force Team to work as panel sessions to focus on the discussion and elaboration on the particular technical subjects (one subject for each Task Force Team), one day for training on technical issues beyond the Task Force Team, and the third day on discussion and decision on issues related to institutional setting.

The Regional National Accounts Advisors

Another important component for implementation of the project is the role played by the six Regional Advisors. They will be the people to make a draft of the outline for each of the technical documents, take notes of the discussions of the break-out Task Force Teams of the AGNA to work on each of the technical issues, and incorporate the discussions, comments, and suggestions of the AGNA group into the formulation and compilation of the technical documents, and finally to finalize the technical documents. After the technical documents are

compiled, the Regional Advisors will be the focal point to prepare training materials and conduct training sessions to promote and disseminate the materials to the rest of the AGNA members besides the particular Task Force Team working on the particular subjects. In addition, the Regional Advisors will follow up to provide technical assistance to Member States when the latter make such requests on the technical issues. Accordingly, it is proposed to have six regional Advisors in National Accounts.

3.3 Resources Requirements

The following are the narrative description of the budget table in Annex 2. The overall budget is estimated at 100 millions USD, including the creation of a National Accounts Institution (30 millions) and the in-kind contribution at continental, regional, sub-regional, and countries levels (about 53 millions). As mentioned in above Section 3.2, the project document will be executed through the following operational components: methodological development, institutional strengthening, advocacy campaign, and monitoring, evaluation, and reporting. Therefore, the activities are grouped according to these components and the budget is prepared accordingly.

Methodological Development

Each document will require:

- One year for its preparation;
- One year for building capacities of countries at regional level; and
- Two years for technical assistance provided to requesting countries.

A set of technical documents will be prepared and finalized in three AGNA meetings each year. At the end of the process, the documents are needed to be translated and printed. For each of the AGNA meeting, the cost is of 246,250 USD in which there will be three days for 64 participants from countries and RECS, daily Subsistence Allowance is assumed to be on average at 275 USD; and the travel of six Regional Advisors and three staff members.

For the printing and the translation of documents, the following assumptions are made:

- Printing of documents: 50 USD and 10 copies per country for each handbook
- Translation of document: 15,000 USD per document for the translation in one language

Therefore, for every six handbooks, 162,000 USD and 90,000 USD will be needed for respectively the printing of documents and the translation of documents.

Training and Technical Assistance

Technical assistance missions will be organized upon the request of countries. For budget purpose, we assume that:

- Ten (10) countries per year may request the support of technical assistance missions; and
- A technical assistance mission will be conducted during five working days and with two staff members or a staff member and a Regional Advisor.

A provision of 188,500 USD for TA missions, organized by regional organizations, has been proposed for a set of methodologies or specific technical documents. TA missions, which are linked to the development of technical documents, will be conducted during two years for a set of methodologies or specific technical documents. A provision of 10,000 USD for logistics under TA missions has been proposed to cover two types of expenditures: namely, the expenditures linked to pilot studies conducted to test out the developed methodologies; or the provision of facilities to organize training sessions at the national level.

Moreover, to promote the South-South cooperation and the exchange of best practices, a provision of 94,250 USD each year is made.

Institutional Strengthening

The strengthening of existing statistical training centers will be done through special workshops organized every year for STCs, starting during the second year of the project. For this purpose, RIS will organize workshops of 5 days which will gather around 30 participants with three staff members to serve the meeting. Each year, a provision 153,850 USD is made, including 20,000 USD for interpretation costs and 20,000 USD for logistics costs.

For the development of IT-tools, a guidebook to advice countries on IT tools to use will be prepared with the assistance of a consultant. Then, missions will be carried out in countries upon requests by regional advisors. Therefore, 124,833 USD are provisioned to cover the cost for the development of the handbook by a consultant (20,000 USD for the consultant) during the year 2, the printing, and the dissemination/validation of the handbook through workshops. Funds are also provisioned for the TA missions, 62,833 USD per year, representing around one third of a basic TA mission.

A provision of 6 million USD per year and total 30 million USD for five years is made to cover the costs related to the establishment of a continental training institution specialized in national accounts.

Advocacy Campaign

For the advocacy campaign, a provision of 150,000 USD for the overall period is made to support the preparation of advocacy material by a consultant and their printing/dissemination: 30,000 USD per year. For the advocacy at the sub-regional and regional levels, 350,000 USD to cover missions conducted by regional organizations or the RIS of the project during the overall project: 70,000 USD per year.

Monitoring and reporting

For the monitoring and reporting of the project, a meeting of the RSTC each year is scheduled, and five field missions per year in one country of the five sub-regions are also proposed to monitor the execution of the project. Therefore, 965,000 USD are planned to be used for this component. The cost for the organization of each RSTC is around 143,000 USD and the required resources for fields missions are around 50,000 USD per year.

The RSTC will gather 26 persons during three days and will need three staff members of the RIS to serve during the meeting.

UNECA will also provide around 720,000 USD per year to cover the cost of the staff members who will be involved in the management of the RIS on a daily basis.

Other Possible Inputs to the Project

It is expected that the required total budget will be mobilized by donors. It is also expected that in addition to contributing funds to the project, some donors may provide additional inputs to the project in kind:

- UNECA will be hosting the Regional Implementation Secretariat. It will be providing inputs in kind (such as office equipments and supplies, communication facilities, and professional and supporting staff): 3.6 millions USD.
- As the lead and implementing agency of the ICP-Africa 2011, AfDB will contribute to the implementation of the ICP-Africa National Accounts component: 3.6 millions USD.
- Similarly, AUC will provide related inputs in kind: 3.6 millions USD.
- At country level, Governments will be paying the salaries of the national staff involved in the implementation of the Regional Project, allocating space, etc. as well as funds are raised and used at the country level at about 1 million USD per country.

3.4 Sustainability

It is crucial that the activities started under the regional project not only have impact during the duration of the project but also that they are sustainable when the project ends. The following factors have been taken into account in the design of the regional project in order to engender the said sustainability.

Stakeholder Ownership and Participation

Provision has been made for African countries, continental organizations (AfDB, UNECA and AUC) and others, to own the Strategy and fully participate in its implementation as partners. Ownership and participation are essential for successful strategic management and the key to the success of any strategy. After all, *“People support what they help to create”*.

Use of Existing Structures

To the extent possible, the existing structures and processes of the African Statistical System will be used instead of creating parallel structures. These structures were established from mid-2000s to improve coordination of statistical work in Africa. New structures will be created only where necessary. And where the structures are weak, they will be strengthened so that they can provide continuity in support to countries.

Existing structures and processes at regional and sub-regional level that will be leveraged include: the Statistical Commission for Africa (StatCom-Africa), Committee of Directors-General of African National Statistics Offices (CoDGs), African Statistical Coordination Committee (ASCC), and Sub-Regional Organizations (SROs).

Examples of the existing coordination structures for national statistics are: the National Statistics Coordination Committees (NSCCs) and National Statistical Technical Committees

(NSTCs). The NSCCs are established as data user-producer forum to provide general direction and guidance in the development of national statistics in the countries. The NSTCs, on the other hand, are established to deal with all technical aspects of statistical data production and management. In some countries, the establishment of these committees has been underpinned by the national statistical legislation; in other countries, they have been established as part of the NSDS strategy to mainstream key data users in the NSS; in yet other countries, these have been established as ad hoc structures.

Capacity Building and Institution Strengthening

Through capacity building and institutional strengthening, to institutionalize the new and harmonized standards and procedures in the data collection, processing, compilation, analysis, and dissemination for national accounts; and to increase the human, material, financial, and technical resources for the activities of National Accounts at national level beyond the project duration. Thus, by the end of the project, NSOs will be empowered and enabled to identify their problems, design/plan solutions, manage, implement and monitor their own projects.

4. MONITORING, REVIEW AND EVALUATION, AND REPORTING

4.1 Oversight, Monitoring, and Reviews

All the Regional Project activities will be subject to periodic monitoring, reviews, and evaluation according to the adopted timetable and deadlines to ensure the required quality of deliverables. The process will involve key stakeholders, especially recipients, implementing agencies and development partners, to regularly assess performance and progress of the work plan and the budget as well as other elements of the plan as appropriate, and to decide on adjustments to the matrix of project results.

A detailed system for monitoring and evaluation (M&E) for implementation at every level and each technical activity will be established by the RIS Office to measure project effectiveness and efficiency and to ensure accountability. Each of the implementation structures at every level will be required to ensure that activities undertaken at each level are well monitored and evaluated according to the M&E system and plan. This includes the implementation partners and project personnel at regional level as well as for specific technical components that they are responsible for. The AGNA will play an important role in the monitoring process of the 2008 SNA strategy implementation especially at national level.

Regularly monitoring and supervising, conducted by RIS at the regional level, RECs/SORs and countries at the regional/sub-regional and national level, include internal and external evaluation of the supervision missions and assessment, reviewing work-plan and regular progress reports on the performance indicators, targets, and milestones to be met; and disbursement, procurement, accounting practices, annual audit and financial statements submitted by the beneficiaries on the utilization of allocated resources. Particular attention will be paid to challenges and constraints encountered with a view to resolving all bottlenecks.

To be more effective and efficient, monitoring the implementation of the Regional Project at the regional, sub-regional, and country levels will also be undertaken through the AGNA meetings and the participation of AfDB/AUC/UNECA in the national and regional coordination meetings and other important gatherings at regional and sub-regional levels. The

capacity building events such as workshops/seminars where beneficiaries will be meeting in the framework of the Regional Project can also be used for the same purpose. In the same way, the RECs/SROs will take advantage of their regular activities in their respective member states to monitor field activities relating to the Regional Project.

A baseline assessment study will be conducted at the beginning of the project for all the African countries. The baseline assessment survey will be conducted through assessment questionnaire and selected country visits.

The annual meeting of the Regional Steering Committee is an important part of the M&E. Based on the annual progress and other project reports available, the Committee will examine project achievements and provide recommendations for any appropriate corrective measures to be taken. Members of the Regional Steering Committee should, as appropriate, undertake field visits to help them to maintain contact with project activities and to follow developments.

Another important part of the M&E is the final evaluation and review. A final project evaluation will be undertaken and will include the preparation of a participatory beneficiary assessment that will result in a final report. The evaluation is expected to be in-depth and comprehensive to examine all key aspects of the project, including rationale, objectives, design, activities, and achievements. It will assess the outputs and their separate and joint effects/impacts upon the focus areas, countries, and fields. A final review meeting will be held after the final evaluation of the project has been completed. A final review meeting will then be held to examine project achievements and to decide on appropriate follow-up activities.

Evaluation of project performance will be undertaken by independent mission teams. People earlier associated with project design, execution and/or evaluation are ineligible to participate as full team members. The mission can co-opt project people and others to participate as resource people within the evaluations.

4.2 Reporting

The above mentioned M&E system will actually be accomplished through reporting. Regular reporting is a requirement of project management. The reporting system will help to track the progress of the Regional Project, provide stakeholders with regular status updates related to the Project, and alert them on any changes to the original plan. Tools such as status reports of the Regional Project, charts, and standardized practices will be important for reporting the progress of the Regional Project. These tools allow implementation offices to monitor and control the Project by providing timely information that can warn them of potential problems or trends that may negatively affect the Project. Specifically, the tools to be used for M&E at regional, sub-regional, and national levels prepared by countries, RECs, AGNA, and RIS will be submitted to the StatCom Africa meetings and its Bureau. A detailed reporting system will be developed in line with the agreed mechanisms of other statistical initiatives on the continent.

4.3 Communication and Visibility

Communication and sharing results with all stakeholders will allow them meet their requirements as well as strengthen sustainability of actions and results. As experience and best practices will be gained and lessons learned, this information will be shared with other countries and partner organizations to strengthen overall statistical development.

The mechanism for a transparent and timely flow of data and information will be established. This type of communication network will be reinforced along the whole plan life cycle so that the visibility of the Strategy is kept enhanced at national, REC/SRO and continental levels.

The Secretariat of the Regional Project will document and disseminate lessons learned from the project. They will be responsible for maintaining contact with and informing RSTC-EC, Regional and Sub-regional Offices and RSTC on progress achieved and lessons learned, and for sharing among all concerned parties technical reports and manuals prepared, etc.

Through the meetings of the Regional Steering Committee, key stakeholders of the project will be regularly informed of progress made and lessons learned.

* * *

ANNEXES

Annex 1 Logical Framework of Regional ProDoc (5 years; 100 million USD)

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>Goal: Availability and utilization of quality national accounts and related economic statistical information for evidence-based policy formulation and tracking progress towards the achievement of national and international development target in support of African integration processes, macroeconomic convergence, and better economic management.</p>	Number of countries with increased publication and dissemination of national accounts statistics by following the standards of the 2008 SNA.	1. National statistical publications. 2. SNA Status and Capacity Assessment Questionnaire.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. National political will to support the implementation of the 2008 System of National Accounts (SNA) by African countries. 2. Funds are mobilized and/or allocated timely. 3. Appropriate coordination of activities at country level. <p>Risk: moderate.</p>
<p>Purpose: All countries in this continent are adequately prepared to adopt the 2008 SNA by 2015 in order to produce harmonized and comparable national accounts and related economic statistical data.</p>	Number of countries adopting the recommended methodologies and institutional settings, applying advocacy materials, conducting advocacy campaign, undertaking and participating in the capacity building activities, and compiling a comparable set of economic accounts in compliance with the 2008 System of National Accounts.	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Sustainable donor commitments. 2. Mobilization and securing of all resources required to cover the implementation plan costs. 3. Effective and efficient M&E system at country level. 4. Strong capacities of implementation and executing agencies in countries and/or RECs/SROs in support of the activities as planned. 5. The implementation plan schedule and cost not overrun. <p>Risk: moderate.</p>
<p>Objective 1: Technical, institutional, and financial preparation and arrangement for the Regional Project properly made.</p>	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
<p>Outputs:</p> <ol style="list-style-type: none"> 1.1 The Regional ProDoc as the implementation and action plan for the Regional Strategy prepared and launched. 1.2 Governance and coordination bodies and structures for carrying out the Regional Project established at the regional and national level. 	<p>Launching meeting held in April 2011.</p> <p>Existence of functioning strategy implementation structure at the continental level and regular production of monitoring and progress reports.</p> <p>Series of AGNA meetings held.</p> <p>Core ANGA team members designated.</p> <p>Number of countries with coordination arrangements for National Accounts statistics.</p> <p>Resources mobilized, secured, and allocated.</p>	Project Progress Report.	<p>Risks:</p> <ol style="list-style-type: none"> 1. National Accounts work plans may not be properly and effectively included in the NSDS process. 2. Drive for resource mobilization may falter. 3. Countries may be more interested in meeting short-term data needs than

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
	Number of countries formally undertaking statistical advocacy in the National Accounts sector.		investing in longer-term statistical capacity building. 4. Coordination arrangements may not be effective. 5. Weak M&E at both regional and country levels.
<p>Activities:</p> <p>1.1.1: Conduct a further and in-depth assessment on National Accounts Status and Capacity of all African countries.</p> <p>1.1.2: Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.</p> <p>1.1.3: Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.</p> <p>1.1.4: Convene AGNA meetings to discuss and finalize the Regional ProDoc.</p> <p>1.2.1: Establish governance structures including monitoring and evaluation (M&E) system at the regional and sub-regional levels.</p> <p>1.2.2: Establish or strengthen existing governance and coordination structures for National Accounts statistics at national level.</p>	<p>Inputs/resources:</p> <p>Total: USD</p> <p><u>Methodology Development:</u></p> <ul style="list-style-type: none"> - Continental - Regional - National <p>• <u>Capacity Building:</u></p> <ul style="list-style-type: none"> - Continental - Regional - National <p>• <u>Institution Strengthening:</u></p> <ul style="list-style-type: none"> - Continental <p>• <u>Advocacy Campaign:</u></p> <ul style="list-style-type: none"> - Materials: - Actions: <p>• <u>M&E Reporting and Operating Funds:</u></p> <p>Time frame: 2011-15.</p>	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Strong commitments from donors. 2. Effective commitments and coordination among Pan-African Institutions, RECs/SROs, and related development partners. <ul style="list-style-type: none"> - Resources availed by AfDB, AU and ECA for strategy implementation preparatory work. 3. Active participation and involvement by countries. <ul style="list-style-type: none"> - Release of identified AGNA team members by countries or organizations for strategy work. 4. Funds are mobilized and/or allocated timely.
<p>Objective 2:</p> <p>A set of manuals, handbooks, and methodological guides for implementation of SNA in African developed and applied.</p>	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
<p>Outputs:</p> <p>2.1: The set of manuals, handbooks, and methodological guides for implementation of SNA in African developed which will take the regional specificities into accounts.</p> <p>2.2: The set of manuals, handbooks, and methodological guides applied and made dynamic and institutionalized.</p>	<p>Document of ASNA.</p> <p>Blueprints on statistical surveys for National Accounts.</p> <p>Blueprints on administrative data for National Accounts.</p> <p>Blueprints on other international statistical systems adapted to Africa.</p> <p>Blueprints on international classifications adapted to Africa.</p> <p>A conceptual note on updating the ASNA.</p>	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Appropriation and adoption by all African countries to use the ASNA. 2. Difficulties in applying new methods and techniques.
<p>Activities:</p> <p>2.1.1: Identify issues and topics specific to African</p>	<p>Inputs/resources:</p> <p>Total:</p> <p>• <u>Methodology Development:</u></p>	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Active participation and involvement by

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>region which require separate treatment from what is recommended in the 2008 SNA.</p> <p>2.1.2: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.</p> <p>2.1.3: Develop bridge tables between questionnaires and the 2008 SNA tables.</p> <p>2.1.4: Develop manuals, handbooks, conceptual and methodological notes and practical guidebooks (including quarterly accounts).</p> <p>2.2.1: Apply the manuals, handbooks, and methodological guides at sub-regional and national levels.</p> <p>2.2.2: Determine the periodicity for updating the manuals, handbooks, and methodological guides in line with international practice.</p>	<ul style="list-style-type: none"> - Continental: - Regional: - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional: - National: • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>		<p>countries.</p> <ul style="list-style-type: none"> - Sharing of data collection practice at national level. <p>2. Funds are mobilized and/or allocated timely.</p>
<p>Objective 3: ICP-Africa adopted as a framework for capacity-building for National Accounts.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>3.1: ICP-Africa adopted as the basis for routine National Accounts activities.</p> <p>3.2: A system for annual production of macroeconomic aggregates developed and established.</p>	<p>3.1 Number of countries having integrated ICP work in the National Accounts activities</p> <p>3.1.1 Methodological notes</p> <p>3.1.2 Number of countries adopting and routinely applying the recommended methodology.</p> <p>3.2 Number of ICP-Africa 2005 non-participating countries assisted.</p> <p>3.3 Number of Fragile States and Small Developing Countries participating in ICP-Africa.</p> <p>3.4 Product list per REC and product list per country.</p> <p>3.5 Number of sub-regional working groups on National Accounts and on GDP breakdown in basic headings validations.</p> <p>3.6 Publications on PPP in line with sequence of National Accounts publications.</p> <p>3.7 Annual continental report/publication of ICP National Accounts data.</p>	<p>1. Project Progress Report.</p> <p>2. National statistical publications.</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement. 2. Country specificities and disparities in Technical Assistance (TA) needs. 3. Difficulties in promoting and using new/unfamiliar methodologies and/or technology. 4. Inadequately skilled personnel. 5. Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research. 6. The project schedule may be too aggressive. 7. The project budget may have been

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
			underestimated or overestimated. 8. Weak M&E system at country level. 9. Weak risk management system. 10. Stakeholders may not be well informed about the Strategy. 11. Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned.
<p>Activities: 3.1.1: Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA 3.1.2: Publish the GDP breakdown methodology for the ICP-Africa 2011 Round. 3.1.3: Apply the GDP breakdown methodology for the ICP-Africa 2011 Round. 3.1.4: Provide technical assistance to the ICP-Africa 2005 non-participating countries. 3.1.5: Provide technical assistance to Fragile States and Small Developing countries. 3.2.1: Improve and enhance the validation methods of GDP expenditures and National Accounts for each REC member countries. 3.2.2: Develop and publish an African annual report on GDP breakdown into basic headings.</p>	<p>Inputs/resources: Total: • <u>Methodology Development:</u> - Continental - Regional - National • <u>Capacity Building:</u> - Continental: - Regional: - National: • <u>Institution Strengthening:</u> - Continental • <u>Advocacy Campaign:</u> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> Time frame: 2011-15.</p>	Project Progress Report.	
<p>Objective 4: Availability and quality of the basic data required for the compilation of National Accounts improved through the National Strategy for the Development of Statistics (NSDS).</p>	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
<p>Outputs: 4.1: A system of structural socio-economic surveys developed. 4.2: Improved technical capacity of countries to process data on the informal sector, using mixed surveys, and to compile exhaustive</p>	4.1 Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements. 4.2 National calendars, RECs calendars, and regional calendars adopted. 4.2.1 Number of data validation sub-regional and regional working groups. 4.3 Number of countries production of		

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>GDP estimates in line with international standards.</p> <p>4.3: Administrative data promoted and developed.</p> <p>4.4: Improved use of International Statistical Systems (Balance of Payments, Government Finance Statistics, Monetary and Financial Statistics, etc) for the compilation of National Accounts.</p> <p>4.5: International classifications (i.e. ISIC Rev.4.0, CPC Ver. 2.0, etc.) adapted and adopted.</p>	<p>National Accounts optimized and rationalized.</p> <p>4.4 List of countries by groups.</p> <p>4.5 List of accounts for each group of countries.</p> <p>4.6 List of classifications for each group of countries.</p>		
<p>Activities:</p> <p>4.1.1: Evaluate data sources required for the production of the 2008 SNA.</p> <p>4.1.2: Develop practical guidebooks on statistical surveys for the improvement of national accounts (collection of data) and making forecast of key variables (use of data).</p> <p>4.1.3. Conduct surveys for national accounts.</p> <p>4.2.1: Develop guidebooks to integrate informal sector data in national accounts.</p> <p>4.2.2: Share good practice through technical assistance and South-South cooperation</p> <p>4.2.3: Develop a web-based knowledge management repository of technical material and methodologies.</p> <p>4.3.1: Make an inventory of administrative data sources required for national accounts compilation.</p> <p>4.3.2: Develop a guidebook on processing data from administrative sources in national accounts.</p> <p>4.3.3: Put coordination mechanism (such as establishing a National Accounts Department/Unit if there is not one yet) in place for ensuring access to the administrative data required for National Accounts compilation and regular updates.</p> <p>4.4.1: Develop bridge tables between international</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental: • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>	<p>Project Progress Report.</p>	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
statistical systems and 2008 SNA national accounts (link global and national). 4.5.1. Adapt and adopt international classifications at regional, sub-regional, and national levels. 4.5.2: To work on the 2008 SNA classifications as regards groups of countries.			
Objective 5: An optimal and efficient operational system for National Accounts production and dissemination developed.	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
Outputs: 5.1: National Accounts prepared in accordance with a timeline respects the national, sub-regional and regional requirements. 5.2: Production of National Accounts optimized and rationalized.	5.1 Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements. 5.1.1 National calendars, RECs calendars, and regional calendars adopted. 5.1.2 Number of data validation sub-regional and regional working groups. 5.2 Number of countries production of National Accounts optimized and rationalized. 5.1.3 List of countries by groups. 5.1.4 List of accounts for each group of countries. 5.1.5 List of classifications for each group of countries.		
Activities: 5.1.1: Establish calendar for the publication of National Accounts in Africa. 5.1.2: Enhance National Accounts' validation processes at REC and regional levels. 5.1.3: Adopt the type (version) of National Accounts, i.e. preliminary, provisional, and final figures. 5.2.1: Group countries according to the kind of accounts to be developed and produced. 5.2.2: Establish a minimum list of tables to be produced and published by group of countries.	Inputs/resources: Total: • <u>Methodology Development:</u> - Continental - Regional - National • <u>Capacity Building:</u> - Continental - Regional - National • <u>Institution Strengthening:</u> - Continental: • <u>Advocacy Campaign:</u> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> Time frame: 2011-15.	Project Progress Report.	
Objective 6: Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
Outputs: 6.1: Well-adapted modern IT tools for compiling, processing, and analyzing	5.1 Appropriate computers and specialized software adopted. 5.2 Standard programs and modules on training National Accountants.		Risks: 1. HR managers are not supported by senior management.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>statistical information developed and applied.</p> <p>6.2: Training in National Accounts improved.</p> <p>6.3: National accountants' capacities improved.</p>	<p>5.3 Document on National Accountant's profile.</p> <p>5.4 Number of persons trained.</p> <p>5.5 Legal documents related to creation of a National Accounts Institute.</p>		<p>2. National Accounts statistics not given priority for scarce training places.</p> <p>3. Inadequate demand for training.</p> <p>4. Training capacity not sustained.</p> <p>5. Trainees are not selected on the basis of need.</p>
<p>Activities:</p> <p>6.1.1: Utilize modern and country-adapted IT tools.</p> <p>6.2.1: Develop training programs in National Accounts.</p> <p>6.2.2: Develop training specimen modules and tools.</p> <p>6.2.3: Develop National Accountant's profile.</p> <p>6.2.4: Strengthen the existing statistical training institutions.</p> <p>6.2.5: Create a postgraduate national accounts institute.</p> <p>6.3.1: Organize training workshops and seminars.</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental: - Regional: - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>	<p>Project Progress Report.</p>	
<p>Objective 7:</p> <p>Human, material, financial, and technical resources for National Accounts in the National Statistical Systems increased.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>7.1: African National Accountants Network created.</p> <p>7.2: A team of continental advisors in National Accounts set up.</p> <p>7.3: Funding of National Accounts activities increased.</p> <p>7.4: Resources are mobilized and allocated for strategy implementation.</p>			<p>Risks:</p> <p>10. Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement.</p> <p>11. Country specificities and disparities in Technical Assistance (TA) needs.</p> <p>12. Difficulties in promoting and using new/unfamiliar methodologies and/or technology.</p> <p>13. Inadequately skilled personnel.</p> <p>14. Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research.</p>

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
			15. The project schedule may be too aggressive. 16. The project budget may have been underestimated or overestimated. 17. Weak M&E system at country level. 18. Weak risk management system. 10. Stakeholders may not be well informed about the Strategy. 11. Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned.
Activities: 7.1.1: Create the African National Accountants Network (ANAN). 7.2.1: Set up a team of continental advisors in National Accounts. 7.2.2: Assess countries' statistical system developments and capacity constraints in production of National Accounts statistics. 7.2.3: Launch assistance for countries lagging behind in the implementation of the 1993 SNA. 7.3.1: Mobilize and increase national resources to National Accounts through NSDS. 7.3.2: Involve the development partners for funding of National Accounts at national level. 7.4.1: Mobilize and allocate resources for the Regional Project.	Inputs/resources: Total: <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental: - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental: • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> Time frame: 2011-15.	Project Progress Report.	
Objective 8: Advocacy at all decision-making levels launched.	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
Outputs: 8.1: An active and operational advocacy developed.			
Activities: 8.1.1: Prepare advocacy materials and tools. 8.1.2: Organize advocacy at continental, sub-regional, and national levels. 8.1.3: Organize advocacy at various levels of government	Inputs/resources: Total: <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental 	Project Progress Report.	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>up to the Head of State. 8.1.4: Promote the use of National Accounts statistics.</p>	<ul style="list-style-type: none"> - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>		
<p>Objective 9: Mid-term and final overall monitoring, evaluation, and reporting conducted.</p>			
<p>Outputs: 9.1: Monitoring, evaluation, and reporting conducted.</p>			
<p>Activities: 9.1.1: Explore the available monitoring tools for monitoring the implementation of the 2008 SNA. 9.1.2: Develop tools for monitoring and evaluation of the implementation of the 2008 SNA. 9.1.3: Apply the best practice in monitoring the implementation of the 2008 SNA. 9.1.4: Develop standard framework for reporting (country, RECs, and continent). 9.1.5: Conduct evaluation exercise and disseminating results to all stakeholders including NSOs. 9.1.6: Peer review among countries.</p>	<p>Inputs/resources: Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>	<p>Project Progress Report.</p>	<p>Regional project funding is secure for 5-6 years. Risk: Moderate.</p>

Annex 2 Indicative Budget (in thousands (000) USD)

COMPONENTS/ACTIVITIES		Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	Sources
Methodological development								
2.1.2; 2.1.3; 2.1.4	Manual/handbook on data sources for 2008 SNA	MD	TR	TA	TA	TA		
3.1.2	Manual/handbook on GDP breakdown for ICP-Africa	MD	TR	TA	TA	TA		
4.1.1; 4.1.2; 4.1.3; 4.1.4	Manual/handbook on statistical surveys for NA	MD	TR	TA	TA	TA		
4.2.1; 4.2.2;	Manual/handbook on administrative data sources for NA	MD	TR	TA	TA	TA		
4.4.1	Manual/handbook on adapting international classifications	MD	TR	TA	TA	TA		
2.1.1	Manual/handbook on issues and topics specific to Africa		MD	TR	TA	TA		
2.1.4	Manual/handbook on quarterly accounts		MD	TR	TA	TA		
4.1.4	Manual/handbook on forecasting key variables for NA		MD	TR	TA	TA		
4.3.1	Manual/handbook on use of other macroeconomic data for NA		MD	TR	TA	TA		
4.5.1	Manual/handbook on integrating informal sector statistics		MD	TR	TA	TA		
Institutional strengthening								
1.2.1	Governance at regional and sub-regional levels	X						
1.2.2	Governance at national level	X						
2.2.2	Determination of periodicity for updating manuals/handbooks	X						
4.2.3	Coordination mechanism for adm. data sources & update		X					
5.1.1	Calendar of publication of NA				X			
5.1.3	Adoption of NA versions				X			
6.2.1	Development of training programs in NA		X	X	X			
6.2.2	Development of training specimen modules			X	X			
6.2.3	Development of NA profile	X						
7.1.1	Establishment of African NA network	X	X	X	X	X		
7.2.1	Setup of a team of Regional Advisors	X	X	X	X	X		
7.2.2	Assess countries' statistical system developments & capacity	X	X	X	X	X		
3.2.2	Develop and publish an African annual report on GDP breakdown into basic headings.	X	X	X	X	X		
5.1.2	Enhance National Accounts' validation processes at REC and regional levels.		X					
5.2.2	Establish a minimum list of tables to be produced and published by group of countries.		X					

COMPONENTS/ACTIVITIES		Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	Sources
6.1.1	Utilize modern and country-adapted IT tools.		X	X	X	X		
6.2.4	Strengthen the existing statistical training institutions.	X	X	X	X	X		
6.2.5	Create a postgraduate national account institute	X	X	X	X	X		
Budget-1							39,879	
+6.3.1	Three AGNA meetings per year (for MD, TR, and IS) (Organize training workshops and seminars)	739	739	739	739	739	3,694	By Donors
+2.2.1	Translating, Printing, and disseminating Manuals/Handbooks (Application of manuals / handbooks)		252	252			504	By Donors
	Translating, Printing, and disseminating an African annual report on GDP breakdown into basic headings	42	42	42	42	42	210	By AfDB
+7.2.3	Technical Assistance and pilot countries (10 countries/year) (inclu. countries lagging behind for the 1993 SNA)	189	189	189	189	189	943	By Donors
7.2.1	Team of Regional Advisors	720	720	720	720	720	3,600	By Donors
	Create a postgraduate national account institute	6,000	6,000	6,000	6,000	6,000	30,000	By Donors
6.1.1	Utilize modern and country-adapted IT tools.		125	63	63	63	313	By Donors
6.2.4	Strengthen the existing statistical training institutions.		154	154	154	154	615	By Donors
Technical Assistance								
3.1.1	Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.	TA	TA	TA	TA	TA		
3.1.3	Apply the GDP breakdown methodology for the ICP-Africa 2011 Round.	TA	TA	TA	TA	TA		
3.1.4.	ICP-Africa 2005 non participating countries	TA	TA	TA	TA	TA		
3.1.5.	Fragile and small Developing Countries	TA	TA	TA	TA	TA		
3.2.1	Improve and enhance the validation methods of GDP expenditures and National Accounts for each REC member countries.	TA	TA	TA	TA	TA		
4.1.3	Conduct surveys for national accounts.	TA	TA	TA	TA	TA		
4.2.2	Share good practice through technical assistance and South-South cooperation.	TA	TA	TA	TA	TA		
Budget-2							2,356	
	Technical Assistance (3.1.1-3.1.5; 3.2.1)	189	189	189	189	189	943	By AfDB
	Technical Assistance and 5 pilot countries (4.1.3)	189	189	189	189	189	943	By Donors
4.2.2	Share good practice through technical assistance and South-South cooperation.	94	94	94	94	94	471	By Donors

COMPONENTS/ACTIVITIES		Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	Sources
Advocacy Campaign								
7.3.1	Mobilize and increase national resources to National Accounts through NSDS.	X	X	X	X	X		
7.3.2	Involve the development partners for funding of National Accounts at national level.	X	X	X	X	X		
7.4.1	Mobilize and allocate resources for the Regional Project.	X	X	X	X	X		
8.1.1	Preparation of advocacy materials	X	X	X	X	X		
8.1.2	Advocacy at sub-regional and regional levels	X	X	X	X	X		
8.1.3	Organize advocacy at various levels of government up to the Head of State.	X	X	X	X	X		
8.1.4	Promote the use of National Accounts statistics.	X	X	X	X	X		
Budget-3							500	By Donors
	Advocacy materials	30	30	30	30	30	150	
	Advocacy at sub-regional and regional levels	70	70	70	70	70	350	
Reporting and monitoring								
	Meetings of the RSTC	X	X	X	X	X		
	5 field missions per year	X	X	X	X	X		
9.1.1	Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.	X						
9.1.2	Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.	X						
9.1.3	Apply the best practice in monitoring the implementation of the 2008 SNA.	X	X	X	X	X		
9.1.4	Develop standard framework for reporting (country, RECs, and continent).	X						
9.1.5	Conduct evaluation exercise and disseminating results to all stakeholders including NSOs.	X	X	X	X	X		
9.1.6	Peer review among countries.	X	X	X	X	X		
Budget-4							965	
	Meetings of the RSTC	143	143	143	143	143	715	By Donors
	5 field missions per year	50	50	50	50	50	250	By Donors

COMPONENTS/ACTIVITIES		Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	Sources	
Preparation of ProDoc & Secretariat Work									
1	1.1.2	Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.	X						
2	1.1.3	Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.	X						
3	1.1.4	Convene AGNA meetings to discuss and finalize the Regional ProDoc.	X						
4	4.2.3	Develop a web-based knowledge management repository of technical materials and methodologies.	X	X	X	X	X		
5	4.5.2	To work on the 2008 SNA classifications as regards groups of countries.	X	X	X	X	X		
6	5.2.1	Group countries according to the kind of accounts to be developed and produced.	X	X	X	X	X		
Budget-5							56,300		
		Secretariat: four professionals and three assistants	720	720	720	720	720	3,600	By ECA
		Contribution in kind by AfDB	720	720	720	720	720	3,600	By AfDB
		Contribution in kind by AUC	720	720	720	720	720	3,600	By AUC
		Contribution in kind by regional member States	9,100	9,100	9,100	9,100	9,100	45,500	By Member States
TOTAL			19,713	20,244	20,182	19,930	19,930	100,000	

42,548	By Donors
---------------	------------------

Annex 3 Work Plan

ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1: Technical, institutional and financial preparation and arrangement for the Regional Project properly made																				
<i>Output 1.1: The regional ProDoc as the implementation and action plan for the Regional Strategy prepared and launched</i>																				
1.1.1: Conduct a further and in-depth assessment on National Accounts Status and Capacity of all African countries.	X																			
1.1.2: Formulate the Regional ProDoc as the implementation and action plan for the Regional Strategy and align it with the Global Strategy.		X																		
1.1.3: Circulate the Regional ProDoc to all AGNA members and all Member States for review and comments.		X																		
1.1.4: Convene AGNA meetings to discuss and finalize the Regional ProDoc.		X																		
<i>Output 1.2: Governance and coordination bodies and structures for carrying out the Regional Project established at the regional and national level.</i>																				
1.2.1: Establish governance structures including monitoring and evaluation (M&E) system at the regional and the sub-regional level.		X	X																	
1.2.2: Establish or strengthen existing governance and coordination structures for National Accounts statistics at national level.		X	X	X																
Objective 2: A set of manuals, handbooks, and methodological guides for implementation of SNA in African developed and applied.																				
<i>Output 2.1: The set of manuals, handbooks, and methodological guides for implementation of SNA in African developed which will take the regional specificities into accounts.</i>																				
2.1.1: Identify issues and topics specific to African region which require separate treatment from what is recommended in the 2008 SNA.						X	X													
2.1.2: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.					X	X														
2.1.3: Develop bridge tables between questionnaires and the 2008 SNA tables.		X	X	X	X	X	X	X	X	X	X	X								
2.1.4: Develop manuals, handbooks, conceptual and methodological notes and practical guidebooks (including quarterly accounts).					X	X	X	X	X	X	X	X	X							
<i>Output 2.2: The set of manuals, handbooks, and methodological guides applied and made dynamic and institutionalized.</i>																				
2.2.1: Apply the manuals, handbooks, and methodological guides at sub-regional and national levels.														X	X	X	X	X	X	X
2.2.2: Determine the periodicity for updating the manuals, handbooks, and methodological guides.																		X	X	X
Objective 3: ICP-Africa adopted as a framework for capacity-building for National Accounts.																				
<i>Output 3.1: ICP-Africa adopted as the basis for routine National Accounts activities.</i>																				
3.1.1: Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.1.2: Publish the GDP breakdown methodology for the ICP-Africa 2011 Rounds.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.1.3: Apply the GDP breakdown methodology for the ICP-Africa 2011 Rounds.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3.1.4: Provide technical assistance to the ICP-Africa 2005 non-participating countries.	X	X	X	X	X	X	X	X												
3.1.5: Provide technical assistance to Fragile States and Small Developing countries.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<i>Output 3.2: A system for annual production of macro-economic aggregates and price statistics for PPP calculation developed and established.</i>																				
3.2.1: Improve and enhance the validation methods of GDP expenditures and National Accounts for each REC member countries.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.2.2: Develop and publish an African annual report on GDP breakdown into basic headings.			X				X				X				X				X	
Objective 4: Availability and quality of the basic data required for the compilation of National Accounts improved through the National Strategy for the Development of Statistics (NSDS).																				
<i>Output 4.1: A system of structural socio-economic surveys developed.</i>																				
4.1.1: Evaluate data sources required for the production of the 2008 SNA.					X	X	X	X												
4.1.2: Develop practical guidebooks on statistical surveys for the improvement of national accounts (collection of data) and making forecast of key variables (use of data).							X	X	X	X										
4.1.3: Conduct surveys for national accounts.						X	X	X	X											
4.1.5: Conduct surveys for national accounts.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<i>Output 4.2: Improved technical capacity of countries to process data on the informal sector, using mixed surveys, and to compile exhaustive GDP estimates in line with international standards.</i>																				
4.2.1: Develop guidebooks to integrate informal sector data in national accounts.					X	X	X	X												
4.2.2: Share good practice through technical assistance and South-South cooperation									X	X	X	X	X	X						
4.2.3: Develop a web-based knowledge management repository of technical material and methodologies.						X	X	X	X											
<i>Output 4.3: Administrative data promoted and developed.</i>																				
4.3.1: Make an inventory of administrative data sources required for national accounts compilation.			X	X	X															
4.3.2: Develop a guidebook on processing data from administrative sources in national accounts.			X	X	X	X														
4.3.3: Put coordination mechanism (such as establishing a National Accounts Department/Unit if there is not one yet) in place for ensuring access to the administrative data required for National Accounts compilation and regular updates.					X	X	X	X	X	X										
<i>Output 4.4: Improved use of International Statistical Systems (Balance of Payments, Government Finance Statistics, Monetary and Financial Statistics, etc) for the compilation of National Accounts.</i>																				
4.4.1: Develop bridge tables between international statistical systems and 2008 SNA national accounts (link global and national).					X	X	X	X												
<i>Output 4.5: International classifications (i.e. ISIC Rev.4.0, CPC Ver. 2.0, etc.) adopted.</i>																				
4.5.1: Adapt and adopt international classifications at regional, sub-regional, and national levels.					X	X	X	X	X	X	X	X								
4.5.2: Work on the 2008 SNA classifications as regards groups of countries.					X	X	X	X	X	X	X	X								
Objective 5: An optimal and efficient operational system for National Accounts production and dissemination developed.																				
<i>Output 5.1: National Accounts prepared in accordance with a timeline respects the national, sub-regional and regional requirements.</i>																				
5.1.1: Establish calendar for the publication of National Accounts in Africa.						X														
5.1.2: Enhance National Accounts' validation processes at REC and regional levels.					X	X	X	X												
5.1.3: Adopt the type (version) of National Accounts, i.e. preliminary, provisional, and final figures.					X															
<i>Output 5.2: Production of National Accounts optimized and rationalized.</i>																				
5.2.1: Group countries according to the kind of accounts to be developed and produced.								X												
5.2.2: Establish tables to be published by group of countries.								X												
Objective 6: Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.																				
<i>Output 6.1: Well-adapted modern IT tools for compiling, processing, and analyzing statistical information developed and applied.</i>																				

ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
6.1.1: Utilize modern and country-adapted IT tools.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<i>Output 6.2: Training in National Accounts improved.</i>																				
6.2.1: Develop training programs in National Accounts.				X	X	X	X	X	X	X	X	X	X	X	X	X				
6.2.2: Develop training specimen modules and tools.				X	X	X	X	X	X	X	X	X	X	X	X	X				
6.2.3: Develop National Accountant's profile.				X	X	X	X													
6.2.4: Strengthen the existing statistical training institutions.																X	X	X	X	
6.2.5: Create a postgraduate National Accounts Institute.																X	X	X	X	
<i>Output 6.3: National accountants' capacities improved.</i>																				
6.3.1: Organize training workshops and seminars.												X	X	X	X	X	X	X	X	X
Objective 7: Human, material, financial, and technical resources in National Accounts in the National Statistical Systems increased.																				
<i>Output 7.1: African National Accountants Network created.</i>																				
7.1.1: Create the African National Accountants Network (ANAN).			X																	
<i>Output 7.2: A team of continental advisors in National Accounts set up.</i>																				
7.2.1: Set up a team of continental advisors in National Accounts.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
7.2.2: Assess countries' statistical system developments and capacity constraints in production of National Accounts statistics.	X				X				X				X				X			
7.2.3: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<i>Output 7.3: Funding of National Accounts activities increased.</i>																				
7.3.1: Mobilize and increase national resources to National Accounts through NSDS.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
7.3.2: Involve the development partners for funding of National Accounts at national level.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<i>Output 7.4: Resources are mobilized and allocated for strategy implementation.</i>																				
7.4.1: Mobilize and allocate resources for the Regional Project.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 8: Advocacy at all levels launched.																				
<i>Output 8.1: An active and operational advocacy developed.</i>																				
8.1.1: Prepare advocacy materials and tools.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
8.1.2: Organize advocacy at continental, sub-regional, and national levels.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
8.1.3: Organize advocacy at various levels of government up to the Head of State.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
8.1.4: Promote the use of National Accounts statistics.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 9: Mid-term and final overall monitoring, evaluation, and reporting conducted.																				
<i>Output 9.1: Monitoring, evaluation, and reporting conducted.</i>																				
9.1.1: Explore the available monitoring tools for monitoring the implementation of the 2008 SNA.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
9.1.2: Develop tools for monitoring and evaluation of the implementation of the 2008 SNA.	X	X	X	X																
9.1.3: Apply the best practice in monitoring the implementation of the 2008 SNA.				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
9.1.4: Develop standard frame for reporting (country, RECs, and continent).	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
9.1.5: Conduct evaluation exercise and disseminating results to all stakeholders including					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NSOs.																				
9.1.6: Peer review among countries.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Annex 4 **Terms of Reference for the Regional Advisors in National Accounts**

Introduction

The implementation of the 2008 SNA has been considered as the first pillar of the “Strategy for the Harmonization of Statistics in Africa” (SHaSA) by the Directors-General (DGs) of National Statistical Office (NSOs) during the fifth Meeting of the Committee of the DGs of NSOs. In order to facilitate this implementation, the African Group of National Account (AGNA) has designed a regional strategy and a regional project document.

The overall development objective of the Regional Strategy and Project is to ensure the availability and utilization of quality national accounts and related economic statistical information for macroeconomic analysis and the designing and formulation of evidence-based macroeconomic policies and for monitoring and tracking progress towards the achievement of national and international development target in support of African integration processes, macroeconomic convergence, and better economic management by all African countries and at the regional and continent levels. This objective will be achieved through methodology development, capacity building, institution strengthening, and advocacy campaign, so as to prepare all countries in Africa to adopt the 2008 SNA by 2017 in order to produce harmonized and comparable national accounts and related economic statistical data. AGNA is seeking to recruit international consultants in order to help in the implementation of the regional strategy.

Objectives

The main objective of the consultancy is to contribute to build up the capacity of National Statistics Offices to implement the 2008 SNA. The role of the consultant will be the transfer of knowledge and experience; on-the-job training and practical statistical and management advice and support. The consultant will prepare the draft manuscript for discussion during various meetings and revise and finalize the manuscript by taking into account the comments and recommendations received from the members of the AGNA task force team. He will also prepare the outlines of the technical documents in liaison with the members of the task force, present the outlines to the AGNA group, incorporate the comments of the Task Force Team, make a draft of the first version of the document and circulate to the Task Force Team for comments and suggestions, discuss with the Task Force Team at the following AGNA meeting. After repeating another round of the above process, the Regional Advisors will revise, discuss, and finalize the technical documents with the AGNA. During the process, necessary consultation will be conducted with a network of specialists including institutions, academia, and individual experts supported by the Regional Implementation Secretariat (RIS).

Responsibilities of the Regional Advisors on National Accounts

The international consultant should:

- Facilitate the meetings of the different sub-groups that will be created by AGNA in order to discuss and find solutions to the practical issues for the implementation of the 2008 SNA in Africa.
- Prepare technical documents as input for the meetings of AGNA.
- Take note of the observations of participants during AGNA meetings and update the project documents accordingly.

- Conduct training workshops for AGNA members on various aspects of the implementation of the 2008 SNA in Africa; Prepare trainings agenda and lead the delivery of trainings (having presenter/trainer/facilitator role).
- Provide technical assistance to countries on the different issues they encounter in the implementation of the 2008 SNA.
- Contribute to the technical part of advocacy component of the Regional Strategy and project.
- Participate to the monitoring and evaluation of the project on the implementation of the 2008 SNA in Africa.

Qualifications and Experience

- Advanced degree in Statistics, Economics or related field
- Extensive experience in the production of economic statistics and national accounts
- Experience in the production of National Accounts in sub-Saharan countries
- Excellent IT skills

* * *