



# Report

The development of an advocacy strategy for the mobilisation of sustainable resources for the establishment of the African Union Institute for Statistics and the Pan-African Statistical Training Centre

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## Report v2.0

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# Abbreviations and Acronyms

AAPA	Addis Ababa Plan of Action
ACBF	African Capacity Building Foundation
ACS	African Charter on Statistics
AfDB	African Development Bank
AGROST	African Group on Statistical Training and Human Resources
AU	African Union
AUC	African Union Commission
DG	Department for International Development (UK)
EAC	East African Community
EASTC	Eastern African Statistical Training Institute, Dar-es-Salaam, Tanzania
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Arab Maghreb Union
ENSEA	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée, Abidjan, Côte d'Ivoire
ENSAE	National School of Statistics and Economic Analysis, Dakar, Senegal
EU	European Union
EUROSTAT	Directorate-General of the European Commission serving as the official statistical organisation of the European Union
GDP	Gross Domestic Product
INS	Institut National de la Statistique
InSyDe	Information System Development, Luxembourg
ISAE	Institute of Statistics and Applied Economics at Makerere University, Kampala, Uganda (formerly)
ISSEA	Regional Institute of Statistics and Applied Economics, Yaoundé, Cameroon
MS	Member State
MUSSP	Makerere University School of Statistics and Planning, Kampala, Uganda
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistics Systems

## ABBREVIATIONS AND ACRONYMS / REPORT

OAU	Organisation of African Unity
PAO	Pan-African Organisation
PASTC	Pan-African Statistical Training Centre
RRSF	Statistical Capacity Building in Africa
REC	Regional Economic Community
SADC	Southern African Development Community
SHaSA	Strategy for the Harmonisation of Statistics in Africa
STATAFRIC	African Union Institute for Statistics
STATCOM- AFRICA	Statistical Commission for Africa
STG	Specialised Technical Groups
UBOS	Uganda Bureau of Statistics
UK	United Kingdom
UNECA	United Nations Economic Commission for Africa

# 1 Introduction

This report provides an advocacy strategy to facilitate the mobilisation of sustainable resources for the establishment of the African Union Institute for Statistics and the Pan-African Statistical Training Centre. It initially sketches demand for the two institutions; establishes the resource gap in terms of required budgets; and develops an advocacy strategy to facilitate what needs to be done to fill the resource gap.

## 2 Background

In recent years, the African statistics system has undergone significant developments and made some noteworthy strides in the production of quality statistics designed to shed light on the choices of public policies. However, these initiatives notwithstanding, there is still a huge gap between supply and demand of statistical information which has widened in recent years for purposes of development and monitoring of the smooth running of the African integration process. Statistics are produced according to methodologies which do not always reflect African realities and are still not comparable from one country to the other. National statistics systems, primary sources of statistical data, mostly use concepts, definitions and methodologies which differ from one country to the other, thus making comparisons difficult and generating aggregates without great relevance from the regional and/or continental point of view. Statistics harmonisation programmes of the Regional Economic Communities (RECs) vary from one region to the other and hardly meet the demand in harmonised statistics. This really constitutes a handicap in the monitoring and evaluation of regional or continental integration

To implement the decisions on the establishment of the Institute and the Centre the AUC in collaboration with the Department for International Development (DFID) in the United Kingdom is mobilising support for the preparation of a roadmap, institutional arrangements and structural organisation, a strategy for resource mobilisation, a review of the African Statistical Annual Programme (including capacity building), and mobilisation of political support for the for the Institute and the Training Centre.

### 2.1 Decisions of the Assembly of Heads of State and Government

Establishment of the African Union Institute for Statistics (STATAFRIC) is a result of a Decision taken in Addis Ababa, Ethiopia, on 28 January 2013 by the Assembly of Heads of State and Government. The Government of Tunisia is to host the Institute in Tunis. The role of the Institute is:

- to harmonise statistics; and
- to coordinate and regulate the production of quality statistics.

Again the same Assembly further decided in Addis Ababa, Ethiopia, on 30-31 January 2014, to establish a Pan-African Statistical Training Centre whose role is:

- to fill the existing gap in the training of African statisticians with emphasis on specialisation in specific areas (e.g. National Accounts, Trade and Balance of Payments Statistics, Employment and Informal Economy (Sector) Statistics, and other sectoral statistics);
- to train in organisation and management of modern statistical organisations;
- to train in communication and marketing of statistical products; and
- to enable African statisticians to speak the same language by offering courses in French and English especially in areas of organisation and management and communication and marketing.

The Government of Côte d'Ivoire will host the Centre in Yamoussoukro at Institut Polytechnique Felix Houphouet Boigny. Participants in the Centre's programmes will be graduate students from universities and existing regional statistical training schools which, among others will include:

- National School of Statistics and Applied Economics (ENSEA); Abidjan, Côte d'Ivoire;

- National School of Statistics and Economic Analysis (ENSAE), Dakar, Senegal;
- Regional Institute of Statistics and Applied Economics (ISSEA), Yaoundé, Cameroon;
- Makerere University School of Statistics and Planning (MUSSP) (formerly Institute of Statistics and Applied Economics (ISAE)) at Makerere University, Kampala, Uganda; and
- Eastern African Statistical Training Institute (EASTC), Dar-es-Salaam, Tanzania.

They requested the AUC in collaboration with the United Nations Economic Commission for Africa (UNECA), African Development Bank (AfDB), African Capacity Building Foundation (ACBF) and the Ivorian Government to take the necessary measures to establish and host the Training Centre. The Institute and the Centre will play the role of coordination instruments across AU member states in the area of statistical capacity building.

## 2.2 Context of the Institute and the Training Centre

A common thread that has linked the various integration initiatives of African countries from the formation of the Organisation of African Unity (OAU) in 1963 to its transformation into the African Union in 2001 has been the issue of building statistical capacity. Building of capacity for the production and use of statistics has been one of the recurrent themes from the 1990 *Addis Ababa Plan of Action (AAPA) for Statistical Development in the 1990s*, through both its evaluation in 2000 and the evaluation of national statistics systems (NSS) of member states, development of the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) in 2006, development of National Strategies for the Development of Statistics (NSDS); development in 2009 of the African Charter on Statistics (ACS), and development in 2010 of the Strategy for the Harmonisation of Statistics in Africa (SHaSA). The Charter provides a framework for development of policies and good practices for the development, production and use of statistics. SHaSA was developed to guide the process of harmonisation of statistics in the areas of: concepts and definitions, adaptation of international or peer-agreed good practices (such as quality frameworks), and use of common methodologies for the production and dissemination of statistics. The purpose of SHaSA is to facilitate comparisons of statistics of AU member states across time through coordination and collaboration of national, regional and international stakeholders.

Implementation of the provisions of SHaSA and the Charter are in progress albeit quite slowly relative to the implementation plan. The Institute is an outcome of SHaSA's Strategic Objective 2 (To establish an effective coordination mechanism) of Strategic Theme 2 (To coordinate the production of quality Statistics for Africa). The Training Centre is also an outcome of SHaSA's Strategic Objective 2 (To build sustainable capacity) of Strategic Theme 3 (To build sustainable institutional capacity in the African Statistical System).

## 2.3 Identifying sustainable sources of funding the African Union

This section outlines the dynamics of funding the AU, which has a bearing on the establishment of the Institute and the Centre.

### 2.3.1 Sources of revenue for the AU

There are three main sources of revenue for the AU; namely,

- contributions by member states arising from assessments;
- funds from external partners;
- an AU Foundation Fund, a very recently setup-fund, still relatively inconsequential, that depends on voluntary contributions.

AU revenue is divided into two parts – an operational budget and a programme budget. Member state contributions are prioritised for the operational budget although they are also meant to fund programmes. On the other hand, contributions from partners go to the programme budget. It is not yet stated how the Foundation Fund is to be allocated.

There are four issues concerning the funding of the AU and the use of available resources by the Union. The first issue is that revenue is usually insufficient to cover the programmes of the Union. The reason is the narrow base

for resource mobilisation – member states are assessed on the basis of their GDP. For example, in 2011 and 2012 member states contributed just around 7 percent of the Programme Budget.

The narrow resource base gives rise to the second issue - increasing dependence on funding by external partners. For example, member state contributions to the programme budget has progressively declined from 27 percent in 2007 to 3.3 percent in 2013 while partner contributions in the same period progressively increased from 73 percent to 96.7 percent. For the combined budget (programmes together with operations) member state contributions declined from 71 percent to 44 percent while contributions from partners increased from 29 percent to 56 percent. The other face of dependence is the dominance of contributions from the Big Five - Algeria, Egypt, Libya, Nigeria, and South Africa – to the tune of 66 percent of the total member state contributions. The problem here is what happens when for some reason (such as political instability) some members of the Big Five become uncertain about meeting their commitments, as is currently the case with Egypt, Libya, and Nigeria.

The third issue is unpredictability of contributions from member states throughout the year despite approval of budgets at the beginning of every year. Contributions are known to trickle in during the year, with some at the very end of the year. In addition, many states are in arrears, some for several years. For example, in September 2013 59 percent of the member states were in arrears. Taking the above three issues into account one can say that of the three sources, only one, external partners, can be said to be substantive and, ironically, “sustainable”.

The fourth issue is the relatively weak resource absorption capacity of the AU. For example, in 2012 the actual expenditure of the AUC was 66 percent of the funds released to the AUC. In the AU as a whole in the same year only 41 percent of the programme budget was spent compared to the 94 percent of the operational budget; and only 65 percent of the total AU budget was spent. Of course under-absorption of funds must be mapped against delays in the release of funds by member states as well as meeting partner requirements before funds can be released. Even when delays are taken into account, under-absorption is still substantial, as was the case in 2012 when only 67 percent was absorbed.

### 2.3.2 The search for alternative sources of revenue for the AU

The AU is heavily dependent on external partners to implement its programmes as well as to carry out its operations. This state of affairs is clearly unsustainable in the medium and long term. Even if all the assessments were honoured as scheduled, current internal sources would not cover its operational and programme costs. Lack of sustainable resources has been a problem long recognised, originally by the OAU and subsequently by the AU. Since 2001 decisions were made on several occasions either by the Executive Council or the Assembly to undertake studies on Alternative Sources of Funding the AU. Notable of these early efforts were the relatively comprehensive set of proposals made in 2006 by the former President of Senegal, Abdoulaye Wade. However, it was the setting up in 2011, by the 17th Ordinary Session of the Assembly of Heads of State and Government, of a High Level Panel of Eminent Persons, chaired by the former President of Nigeria, Olusegun Obasanjo, on Alternative Sources of financing the AU that resulted in the adoption, in principle, of two alternative funding sources. These were:

- a US\$2.00 hospitality levy per stay in a hotel; and
- a US\$10.00 levy on flight tickets for flights originating from Africa or with destinations in Africa or for flights between African countries.

Despite the retention in 2013 of the Obasanjo High Level Panel by the Assembly of Heads of State and Government, member states have either directly rejected or shelved these proposals through a decision in March 2014 by Finance Ministers during the Seventh AU-ECA Joint Annual Meetings in Abuja.

## 3 Methodology and Approach

Development of an advocacy strategy for mobilising sustainable resources for both the Institute and Training Centre assumes that we know the nature and size of the demand for the two institutions. The *nature* of the demand refers to whether or not the institutions are *wanted* or *needed*. Potential beneficiaries consist of a spectrum of users of statistics – AU member states, RECs, AUC, the private sector, civil society, regional organisations, international



organisations, and support partners. These potential beneficiaries are grouped twofold – those that *want* the two institutions and those that *need* the institutions. In economics *wants* are elemental to demand analysis and the price system; *needs* are not. Thus potential beneficiaries with wants for the two institutions are those that are prepared to participate in the costing (classically: pricing) of the institutions on a sustainable basis. Those with needs for the institutions are not prepared to participate in the costing of the institutions on a sustainable basis; they include those that may participate in the pricing on a short-term basis. Accordingly the group with wants for the institutions include member states, RECs and AUC. The rest of the potential beneficiaries constitute the second group that has needs for the institutions; they include support partners.

One of the tasks in the methodology is to establish a rough approximation of the extent to which the institutions are wanted by soliciting the views of some member states, RECs and AUC departments. This is not to question the Decisions of the Assembly Heads of State and Government. It is to draw attention to the risk that potential lack of or non-committal support for the institutions by key constituencies may pose to their establishment, and to highlight the need for an advocacy strategy to mitigate the risk.

The second task in the methodology is to establish the size of the demand to be met by estimating the resource gap - the difference between the resources required and those currently available. The resource gap is expressed in terms of estimates of the budgets required for the establishment of the two institutions. Budget estimates are based on the institutions' capacities in terms of institutional arrangements, organisational structure and basic infrastructure translated into respective budgets.

The third task is to develop a strategy for what needs to be done to fill the resource gap.

The methodology involved consultations with stakeholders via face-to-face meetings and questionnaires. Stakeholders consulted included host governments and representatives of available NSOs, RECs, and strategic and support partners of the AUC. Because of resource and time constraints, the number of stakeholders visited was very limited. Questionnaires were sent via email. Preparations for the visits included alerting targeted respondents on the information being sought from them by emailing the relevant questionnaire to them before the visits. Except where hosting governments were involved, the Institute and the Training Centre shared the same visits.

Establishment of demand for the Institute was more straightforward than that for the Training Centre as there was no other institution claiming to have the ability to do what is in the purview of the Institute.

With regard to both institutions face-to-face meetings took place with the following stakeholders:

- Hosts of the institutions – Government of Tunisia for the Institute and Government of Côte d'Ivoire for the Training Centre;
- National Statistics Offices:
  - Central Statistical Agency of Ethiopia;
  - Institut National de la Statistique (INS);
  - Uganda Bureau of Statistics (UBOS);
  - L'Institut National de la Statistique (STATISTIQUES TUNISIE) of Tunisia (French-speaking); and
  - Statistics South Africa.
- Regional Statistical Training Schools:
  - Makerere University School of Statistics and Planning (MUSSP) (formerly Institute of Statistics and Applied Economics (ISAE)) at Makerere University, Kampala, Uganda; and
  - National School of Statistics and Applied Economics (ENSEA); Abidjan, Côte d'Ivoire.
- Strategic partners:
  - African Union Commission;
  - United Nations Economic Commission for Africa;
  - African Development Bank; and
  - African Capacity Building Foundation.

Filled-in questionnaires were returned by the following stakeholders:

- National Statistics Offices:
  - Office national des Statistiques of Algeria;
  - Statistics Botswana;
  - Institut National de Statistique of Cameroon;
  - Institut National de Statistique of Togo;
  - Institut National de la Statistique (INS) of Côte d'Ivoire;
  - National Statistics Institute Office of Egypt;
  - Central Agency for Public Mobilisation and Statistics – National Centre for Statistical Training of Egypt;
  - Institut National de Statistique of Guinea-Bissau;
  - National Bureau of Statistics of Nigeria;
  - Liberian Institute of Statistics and Geo-Information Services.
  
- Regional Statistical Training Schools:
  - National School of Statistics and Applied Economics (ENSEA); Abidjan, Côte d'Ivoire;
  - Ecole Nationale de Statistique et de l'Analyse Economique of Senegal;
  - Makerere University School of Statistics and Planning (MUSSP) (formerly Institute of Statistics and Applied Economics (ISAE)) at Makerere University, Kampala, Uganda; and
  - Institut Sous régional de Statistique et d'Economie Appliquée (ISSEA).
  
- Regional Economic Communities:
  - East African Community (EAC);
  - Economic Community of Central African States (ECCAS); and
  - Southern African Development Community (SADC).

## 4 Findings

Findings on the three key tasks identified in the methodology section are presented separately for the Institute and the Training Centre. To recap the issues are:

- to establish a rough approximation of the extent to which the institutions are wanted by stakeholders;
- to estimate the resource gap in terms of budget estimates for the two institutions; and
- to develop a strategy to facilitate what needs to be done to fill the resource gap.

### 4.1 Extent to which the institutions are wanted by stakeholders

We begin with the Institute.

#### 4.1.1 Demand for the Institute

The three tasks are addressed sequentially, beginning with demand for the Institute.

Demand for the Institute is expressed in terms of stakeholder understanding of the Institute's functions, role, decision-making process for its establishment, positioning, and funding. Information from stakeholders is presented according to the stakeholder categories previously provided.

## Consultations with the host: Government of Tunisia

Two consultative missions were made to Tunisia to discuss matters concerning the establishment and hosting of the Institute. The first mission pre-dated the project; the second was part of the project.

- First mission – August 2014

The first mission was high-powered, led by the Commissioner for the Department of Economic Affairs, Dr Mothae Maruping, to meet with the Tunisian Secretary of State for Development and International Cooperation, Secretary of State for African Affairs, the Minister of Economy and Finance, the Tunisian National Statistics Office, the African Development Bank's Department of Statistics, and representatives from the Tunisian Ministry of Foreign Affairs. The mission held three principal meetings.

The first and main meeting was with the Tunisian Secretary of State for Development and International Cooperation, the Secretary of State for African Affairs, and the Minister of Economy and Finance. During this meeting the Tunisian Government showed its commitment to host the Institute and to provide the necessary resources to speed up the establishment process of the Institute. The Tunisian delegation stated that Tunisia was ready to take all the necessary arrangements to host the Institute. In particular:

- Tunisia was committed and stood ready to take all the necessary steps, including the necessary resources both technical and financial, to establish, support and host the Institute in 2015;
- the Institute would be instrumental to the implementation of Agenda 2063 and the Post-2015 Development Agenda;
- Tunisia had already made available office space, two floors and additional space if necessary, in a suitable building, to be allocated to the Institute; and
- Tunisia was committed to allocating resources for the operationalisation of the Institute.

In turn the AUC delegation:

- Expressed approval of the premises that the Government of Tunisia had made available to the Institute; and
- called upon Tunisian Authorities to speed up establishment of the Institute by making available adequate resources for the startup of the Institute.

A technical team composed of representatives from the AUC, the NSO of Tunisia, the Tunisian Ministries of Economy and Finance and of Foreign Affairs was set up to prepare a technical document on the structure, budget requirements, core activities of the Institute and the different phases of its setting up.

A second meeting of the same mission was with representatives from the Tunisian National Statistics Office, and the Department of Statistics of the African Development Bank to explore possible support AfDB could give to the Institute. AfDB representatives indicated that the Bank:

- could second staff members to the new Institute;
- could jointly organise activities with the Institute, in line with the collaboration they had had on statistical development together with UNECA during the past eight years; and
- could donate equipment such as computers and printers needed for the start-up of the Institute.

It was then agreed that the AUC should send a request to AfDB Management for the donation of equipment including computers, printers, etc., needed for the start-up of the Institute.

A third meeting of the same mission was with representatives from the Tunisian Ministry of Foreign Affairs. The meeting discussed the draft Host Agreement within the context of Tunisian law, addressing such issues as the definition of the Institute in the preamble, specification of the diplomatic status of the staff of the Institute (regarding especially immunity), and an article on the Entry into Force of the Host Agreement, among others. It was agreed that AUC and the Tunisian Ministry of Foreign Affairs would finalise the draft Host Agreement before the end of the month (August 2014) and that the AUC would harmonise the text with other AU host agreements with other countries.

- Second Mission – November 2014

The second consultative mission with the host was held jointly with the Independent Expert Meeting specially convened by the AUC to analyse the already-mentioned technical documents for the African Union Institute for Statistics and the Pan-African Statistical Training Centre during 3-7 November 2014 in Tunis. The meeting was hosted by the National Institute of Statistics of Tunisia represented by the Director-General, the Director of Statistical Coordination and International Cooperation, and the Central Director of Diffusion Information and Coordination. The AUC delegation was led by the Head of the Statistics Division, accompanied by the Senior Statistician and the consultant on the project. The rest of the participants were two representatives from statistical training schools and two independent consultants (who had been former DGs of NSOs).

There were four main outputs from the meeting:

- The Tunisian delegation was part of the consensus of the meeting on the functions and roles of the Institute. Briefly<sup>1</sup>, the functions are: (1) to assemble, harmonise and provide African statistics on the socioeconomic and demographic outlook of Africa; and (2) to develop and promote statistical standards and procedures, concepts and definitions, methods, and classifications. Secondly, the roles are: (1) to promote the production of official statistics of the African Union mainly by collecting, harmonising and aggregating data published by the National Statistics Institutes of African countries; and (2) to lead and coordinate the African Statistics System to produce quality and timely official statistics on Africa.
- The Tunisian delegation reaffirmed the commitments made in the August meeting.
- The Tunisian delegation demonstrated Tunisia's readiness for the establishment of the Institute by conducting a tour of the two large empty floors reserved for the Institute. The space was awaiting a floor from the AUC for office partitioning to take place. A tentative floor plan by Tunisian authorities was already available.
- The meeting established that the Institute was not separately budgeted for. Instead, the Tunisian portion of the Institute's budget would come from the budget of the National Institute of Statistics of Tunisia; that is, the Institute would be funded through the National Institute of Statistics. However, the budget was as yet to be made available in hard figures.

In summary, Tunisia totally supports the functions, role and decision-making process for the establishment of the Institute, its positioning and funding.

### Consultations with NSOs

In order to preserve confidentiality, information from NSOs is thematically grouped without associating it with a particular NSO. Actual feedback on the consultations came from 12 DGs. All the respondents supported the establishment of the Institute mainly because they saw the need for a body to report on Africa as a continent as the AU Statistics Division was seen as being too small to effectively report on the continent. Member states said they were not feeling the presence of AU Statistics Division. However, of the 12 respondents one strongly questioned the location of the Institute to the extent that he was prepared to oppose it. Another one was dissatisfied with the location but would go along with the Assembly's Decision anyway. The second respondent was also concerned about what value the Institute would add over and above that provided by the current system of RECs, the AfDB and UNECA; that it would be best if the value-added were demonstrated before the Institute was established. The same two respondents felt they were left out of the decision-making process to establish the Institute. In this respect the principle of establishing the Institute was less in question than the transparency of the process leading to the decision for its establishment. They wished for more time to examine the intricacies and implications of the decision in order to further inclusiveness. Several respondents expressed concern about new institutions being developed perhaps in competition with the proposed Institute. They cited the statistics institute the EAC was in the process of establishing, which would be similar to the proposed AU Institute. It was also said that ECOWAS and SADC were going the same route.

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<sup>1</sup> The full text of the functions and roles of the Institute are listed in Table 2.1, Part 1 of the report on Milestone 2, Activities 2 and 3 *A Roadmap and Institutional Arrangement and Structural Organisation of the African Union Institute for Statistics and the Pan-African Statistical Training Centre*.

## Recommendation 1:

Concerns about the location of the Institute, transparency of the decision-making process, and the likelihood of competition between new regional institutions being established should be seen as a risk to the establishment of the Institute. To mitigate the risk, an advocacy strategy will be required to galvanise support from the NSOs that feel somewhat left out.

- Functions of the Institute

By function we mean the specific activity an entity is designed to perform in order to produce a specific output. It refers to the action for which the entity has been established. Below are the functions of the Institute as perceived by NSO representatives:

- The Institute should collect what data exists and analyse them at continental level; it should build a database that is accessible to member states, partners, international organisations, and other interested parties. The point is to tell an African story based on African data.
- The Institute should solve the problem of inconsistencies of data from different focal points (such as NSOs) both within member states and across member states. The solution would be for the Institute to develop a generic statistical quality assurance framework to be adapted by NSOs and other state agencies that produce statistics.
- The Institute should start a journal in which member states can publish their research.

- Roles of the Institute

By role we mean the part to be played in the African Statistics System by the Institute in order to produce statistics of comparable quality from which to build statistical profiles of the African continent. The role should subsume more than one function. The views on the actual roles the Institute should play were qualified by potential risks of competition and reservations on geographical location. The first four bullets below state the roles of the Institute while the last two bullets are the associated potential risks:

- The Institute should add value to the development of statistics in Africa by solving problems at country level; for example by creating an “equalisation facility” to uplift member states lagging behind in capacity development through funding or technical assistance.
- The Institute should play a unifying role in terms of standards and procedures with regard to the way statistics are produced, disseminated, and used. In addition, the Institute should be a unifying factor by playing a coordinating role of rationalising its own work with the work of AfDB and UNECA.
- The Institute should focus on statistical organisation to establish trust in the African Statistics System. The first step in data harmonisation should be to coordinate the work of the RECs as RECs have to come together in order that continent-wide data harmonisation can happen. An advocacy strategy should be developed for the coordination of RECs. This is one way to implement SHaSA and the Charter.
- The Institute should play a strong advocacy role raising the profile of statistics in member states.
- The Institute might be seen to add little value to the enhancement of capacity building in the light of current regional efforts at building statistical capacity. For example, EAC is in the process of establishing a regional statistics office to handle data harmonisation, coordination and regulation matters. In addition, ECOWAS and SADC are thinking along the same lines.
- The geographical location of the Institute in Tunis might also influence the effectiveness of the Institute because it is seen as being not optimal but isolated, which will affect its accessibility. It should be near the AUC and RECs. It should also be represented in regions, and ultimately in member states.

## Recommendation 2:

The recommended advocacy strategy on mitigating the risk posed by feelings of exclusion in the decision-making process of the establishment of the Institute should also include coordination of RECs and logistics for meetings and conferences acceptable to the majority of NSOs.

- Positioning the Institute

With regard to positioning the Institute there was consensus among representatives of NSOs that the Institute should meet certain requirements as indicated below:

- It should be a high level body, professionally autonomous or independent, in order to avoid being influenced by partisan interests and being bogged down by internal operations of the AUC.
- It should serve the statistical agenda of the AUC and be answerable to the Executive Council of the AUC and managed by a policy-making organ such as a Board. The Board could be constituted by NSO representation through RECs on a rotational basis.
- It should be a department preferably at the level of a Commission within the organisational structure of the AUC so that it has the power to convene high level political and other structures.
- It should have a structure directly linked to the Chairperson of the AU because of the importance of statistics in decision-making, and should replicate itself at regional level.

- Decision-making process to establish the Institute

This is a main area where some of the respondents of the NSOs said that they remained unclear. All the representatives were aware of the Institute; however, it was not clear how the decision to locate it in Tunis had been arrived at, especially in view of the inconclusive discussions on the subject by the Directors-General at Yamoussoukro, Côte d'Ivoire, in 2012. There were some unanswered questions of relevance raised by Directors-General. For example, they missed out on contributing to the definition of what the Institute was being established for, or on its value-added.

Nevertheless there was consensus on the need to phase in implementation of the Institute.

- Funding the Institute

All the representatives of NSOs consulted based their suggestions on sustainable sources and models of funding for the Institute on the principle that the Institute cannot be funded independent of the AU agenda. And as the background section on alternative sources of funding for the AU indicates, representatives of NSOs had rather limited ideas on sources and models of financing the Institute. Below, their views are itemised, beginning with constraints that generate an unclear picture of sustainable funding (first bullet), and ending with proposals for sources of sustainable funding (last four bullets).

- As already indicated, the main sources for funding the AU are member states and partners. However, 98 percent of the AU budget comes from partners. The overwhelming dependence on partners is not sustainable, and has implications on the sustainability of funding the Institute. Finding sustainable sources of funding will be difficult because most member states are in arrears with their contributions; the 65 percent share contributions from the Big Five has become unpredictable due to instability; member state monetary contributions are likely to get even less as the number of institutions increase; and they have rejected or shelved all propositions of potentially sustainable alternative sources of funding.
- It is difficult to get a clear picture of funding sources; but perhaps there should be a three-year start with partner and member state contributions as the search for alternative sources of (sustainable) funding goes on.
- All stakeholders at national, regional and continental levels should be engaged to mobilise more resources and to increase domestic resources through improved partnerships with the African private sector.

- The possibility of a Statistics Fund or even a Trust (Capitalisation) Fund for the Institute should be explored in terms of contributors and management. The Fund should fill in the funding gap during times of scarcity.
- Provision of technical support by member states better endowed with capacity would be easier to provide than financial contributions, and should be encouraged.

### Recommendation 3:

Development of two strategies is recommended. The first strategy on engaging all stakeholders at national, regional and continental levels to mobilise resources with emphasis on domestic resources including partnerships with the private sector. The second and more feasible strategy is on establishing a Statistics Fund or even a Trust (Capitalisation) Fund to be reverted to during times of shortages.

### Consultations with RECs

Three RECs responded to the questionnaire. The respondents were aware of the Decision to establish the Institute by the Assembly of Heads of State and Government. It would appear, however, that they did not have enough information on the Institute to make in-depth contributions. Of the three one did not expect his Community to benefit from the Institute because it has a regional institute poised to become a “centre of excellence in Africa and the world”.

- Functions of the Institute
  - To Coordinate and harmonise statistics training and capacity building initiatives including statistics skills transfer to existing statistics training centers in Africa.
- Role of the Institute
  - To promote development and applications of relevant statistical standards and best practice for Africa.
  - To harmonise concepts and methodologies to produce statistics in Africa.
- Positioning the Institute
  - The Institute should resemble a regional organisation or institution with a stand-alone legal and regulatory framework to support its functions, but as one of the organs of the AUC.
  - The head of the Institute should be at the level perhaps equal to or higher than the present Commissioners at AUC and should report to the Head of the AUC.
  - The Institute should be a specialised agency attached to the AUC.
- Funding the Institute
  - A proportion of Member Countries’ annual contributions to the AUC should be allocated to the institute. This should however be supplemented by support from International Cooperating and Development Partners for specific needs as necessary.
  - A statistics fund could be created at AUC level to which member countries could make contributions.
  - Contributions from Partner States, Remittances from Development Partners and through own funds generated by research and other services.
- Decision-making process to establish the Institute
  - There were no views from respondents on how the process to establish the Institute had been reached, which might explain their apparent lack of in-depth information on the Institute.

#### Recommendation 4:

AUC should organise a meeting with RECs at the beginning of 2015 to discuss their role in the Institute and harmonise the programmes. The objective would be to agree a joint AUC/RECS statistics programme.

#### Consultations with a support partner: Eurostat

A working visit to Luxembourg by an AU delegation to learn from Eurostat's experiences and to discuss future relations with the AU Institute for Statistics, the Pan African Programme and the Training Centre was undertaken from 23 to 24 October 2014. Proceedings of the meeting on the prospective role of Eurostat in the establishment of the Institute are available in greater detail Part 2 of Milestone 2 reports<sup>2</sup>.

- Functions of the Institute

During the meeting of 23-24 October 2014 Eurostat took the functions of the Institute as a given. Instead it made inputs into the role of the Institute in the African Statistics System and issues affecting its establishment.

- Role of the Institute

Against the backdrop of the activities of the Institute, Eurostat affirmed the following roles for the Institute:

- regulation, harmonisation, and coordination of statistics production in the areas highlighted by the Assembly of Heads of State and Government: namely, Economic Statistics (especially National Accounts), Trade Statistics, Migration Statistics, Labour Statistics, and statistics on the Post-2015 Development Agenda;
- provision of technical assistance to countries in the development of standards - clear concepts and definitions, methodologies and classifications as well as instruments such as questionnaires;
- appropriate definition of criteria for membership of STGs (which are the entities responsible for deliverables in designated statistical areas) and their proper coordination in order to develop standards and norms that NSOs implement to produce comparable statistics; and
- definition and implementation of coordination instruments (such as the Charter) and mechanisms (such as expert meetings).

- Positioning the Institute

The meeting agreed on the need:

- to advocate for the Institute to raise its profile so that it has convening power and professional independence from political entities to develop standards and norms to be applied by all statistical organisations on the continent;
- to elevate the Institute to the same level as the other AUC departments in order for it to serve them adequately; and
- for the Union Statistician to be able to talk to political authorities such as Ministers and Heads of State and Government in order to advocate for the development of statistics on the continent.

- Funding the Institute

With regard to funding the Institute Eurostat made two recommendations. Firstly, it recommended that the Institute should have adequate resources (material, human and financial) to perform its tasks and to respond adequately to the data requirements of the African Integration Agenda. However, there is need to proceed progressively with the recruitment of staff based on the budget constraints of the AUC. Secondly, it recommended that African statistics should be considered as a global good for which new sources of

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<sup>2</sup> See Footnote 1 for the full reference



financing should be sought. In addition, in the context of the Post 2015 Development Agenda, statistics should be part the discussion on the financing mechanism for the Agenda.

In terms of its own contribution to the establishment of the Institute, Eurostat affirmed its funding of the EU Statistics Capacity Building Programme to the tune of €7.5 million for the next three years (2016-2018) renewable by €10 million for the following three years (2018-2020). Of the €7.5 million for the first phase, the Institute would be allocated €5 million, the rest going to AfDB and its partners for the production of African Economic Outlook.

### Consultations with strategic partners

The three partners – AfDB, AUC and UNECA – were supportive of the Institute and acknowledged that they indeed had a role to play in its establishment considering the fact that they had been working together in the development and production of African statistics for several years. In one way or other they had been party to the idea of the Institute. They looked forward to building synergy amongst themselves. Thus the partners were quite aware of the functions of the Institute – harmonisation of data collected from African countries, using the data to report on Africa, developing standards and procedures for countries, developing frameworks to regulate statistical production, and providing technical support to build capacity in countries. However, their understanding of the role of the Institute in statistical production and development tended to differ somewhat.

Excepting the AUC departments that were consulted, AfDB's Statistics Department and UNECA's African Centre for Statistics advised that the relatively isolated location of the Institute in Tunis be regarded as a risk for which a mitigation strategy should be put in place. Tunis is rather isolated and far away from the AU headquarters in Addis Ababa; therefore it risks being put on the periphery in terms of financial and human resource allocation which is co-ordinated at the headquarters.

Apart from the AUC, none of the other two strategic partners was keen to offer direct financial support to the Institute.

### Recommendation 5:

AfDB, AUC and UNECA should get together to set up a system of collaboration that rationalises their mandates.

### Consultations with strategic partners: AUC departments

While the quest for technical support from partners like DFID and the EU came from the AUC, the position of some of the staff in the Commission's top management structure is not in support of the Institute at all. In fact they pose the greatest risk to the establishment of the Institute. Of the eight departments consulted at the AUC, the one strategically positioned to promote the Institute is against it. Seven of the respondents were aware of the "established" functions of the Institute; as a result, their reactions to the functions are not listed here.

- Role of the Institute

The Institute was mostly perceived as the ultimate authority on data to be used for socioeconomic storylines on Africa. They were concerned mainly about the absolute lack of data as well as incomparability of the data that are available. They were also wary of the unproductive competition among Pan-African statistical institutions. Below are the two items they emphasised:

- The Institute should resolve the relatively universal lack of data on Africa. Most of the data used to describe various aspects of the continent are obtained from open media sources - googled from databases of international organisations like the UN and agencies like the World Bank. Oftentimes such data are imputations from datasets that bear little or no resemblance to the reality on the ground. Therefore the advocacy strategy for funding the Institute should take into account the problem of lack of data. In addition, focal points (data producers) should collect data with sectoral needs in mind.
- The relevance of the Institute is yet to be established in view of the current repositioning of ECA to capitalise on the advantage of its regional presence by establishing regional offices to generate data on Africa for Africa.

- Positioning the Institute

With the exception of the one respondent from top management, there was a general consensus that the statistics function in the AUC needs to be much stronger than it currently is. Nevertheless they cautioned that the resource challenge within the Commission would most likely qualify the positioning. The tendency was towards making the Institute a department of the AUC. However, another view of the Institute as a specialised agency of the Commission was also expressed. The two views are listed below:

- The Institute is an integral part of the AUC. Accordingly the positioning of the Institute should be aligned with the reality of resource constraints in the AUC.
- A statistics institute should be professionally governed so as to avoid being influenced by non-professional considerations. Accordingly, the Institute should be a strategic organ of the AU and therefore a specialised agency of the AU, with its own identity. For this reason it should be established by the Pan-African Parliament.

- Decision-making process for establishing the Institute

With the exception of the one top management staff, the rest of the departmental representatives were aware of the process that led to the Decisions of the Assembly of Heads of State and Government; and some had directly contributed towards it.

- Funding the Institute

All the departmental representatives were aware of the previous unsuccessful efforts by the AUC to secure alternative funding for the Commission. Against this background they proposed the AUC through member state contributions and support from partners as the sustainable source of funding for the Institute.

### Recommendation 6:

Notwithstanding the Decisions of the Assembly of Heads of State and Government to establish the African Union Institute for Statistics and the Pan-African Statistical Training Centre, appreciation of the indispensable role of statistics, especially its practical implications, in advancing the cause of the African Integration Agenda requires enhancement within the top management of the AUC. It is accordingly recommended that an advocacy strategy is developed and implemented to obtain commitment from top management in the AUC with a view to raising the profile of statistics in the African Statistics System in a practical sense.

### Consultations with strategic partners: AfDB

The AfDB was represented by a representative of its Statistics Department. The Bank expressed unhesitating support for the Institute because of the need to strengthen the statistical function at the AUC for the benefit of the African continent.

- Role of the Institute

There is a need for partners that are directly involved in statistical activities on the continent – AfDB, ECA and the Institute – to avoid rivalry and unnecessary competition. The Institute should therefore be a unifying factor. Non-overlapping duties should be clearly allocated to UNECA, AfDB and the Institute.

- Positioning of the Institute

The Institute should be part of the AUC, functioning at Commission level, such that the Head of the Institute should be in a position to pick up a phone and directly talk to the Chairperson. This level would also guarantee the Institute convening power. The positioning could be achieved in phases.

- Funding the Institute

It is well known that it has always been difficult to get resources for statistics in AU member states, RECs and other agencies in Africa. So, access to resources is going to be difficult. Notwithstanding the difficulty, the Bank proposes and would support the following:

- a joint approach to donors using a funding proposal (as was the case with the agricultural strategy). The Bank would assist with developing the proposal and fundraising through its Department of Resource Mobilisation as well as seconding some of its staff to the Institute on a joint programme agreed with the AUC;
- advocacy within the AU for the establishment and funding of the Institute; and
- a quick decision on the positioning of the Institute: “Let’s not wait for another two years for a proposal and a programme of resource mobilisation as well as visits to prospective donors”.

### Consultations with strategic partners: UNECA

Consultation was with representatives of the African Centre for Statistics.

- Role of the Institute

UNECA’s African Centre for Statistics (ACS) and the Institute appear to share the same space for their activities, in which case they could be seen as rivals. First, they are both involved in coordination and data harmonisation beginning at continental level down the hierarchy through RECs to member states, especially NSOs. UNECA is physically present at regional level while the Institute (currently in the shape of the AU Statistics Division) plans to coordinate or work through other agencies at the subnational level. Harmonisation by UNECA involves:

- developing a corporate database into which data (various types of indicators) are assembled; the data are manipulated to enable comparisons over time and administrative geography; and
- use of specific methodologies to effect data quality control; for example, promotion and demonstration of SNA 2008 in NSOs; or design of master sample frames.

Second, they are both involved in the promotion and implementation of statistical quality processes to improve comparability of data. Third, they each provide technical assistance to member states as well as support statistical capacity building in the same statistical areas.

However, notwithstanding the existence of areas of overlap, UNECA’s African Centre for Statistics made what appeared to be a clear distinction between its role and that of the Institute. The role of the Institute should be about *innovation* or *adoption* of good practices such as the adaptation of regulatory frameworks (e.g. the Charter) while the role of ACS was application of methodologies and good practices.

- Funding the Institute

UNECA had very little to offer the Institute in terms of financial resources. Instead, they suggested that the Institute ought to be funded by the AUC.

### 4.1.2 Demand for the Training Centre

As was the case with the Institute, findings from the three tasks are also sequentially addressed, beginning with demand for the Training Centre. Demand for the Training Centre also covers stakeholder understanding of the Training Centre’s functions, role, decision-making process for its establishment, positioning, and funding.

Information from stakeholders is presented according to the stakeholder categories previously provided but with an extra category: Regional Statistical Training Schools.

### Consultations with the host: Government of Côte d’Ivoire

One consultative mission was made to Côte d’Ivoire to discuss matters concerning the establishment and hosting of the Training Centre. The meeting was with ENSEA which is delegated to manage the establishment and

operations of the Training Centre. The Government of Côte d'Ivoire offered to host the Training Centre and was, as would be expected, party to the decision-making process for establishing the Training Centre.

- **Functions of the Training Centre**

The Training Centre should engage in three types of courses. The first type, offered preferably through seminars, should be courses in advocacy to develop ability to sell statistics to high level politicians, for example parliamentarians. The second type should be for practising statisticians and support staff from NSOs. Besides dealing with the established statistical areas, this type of course should include new methodology, new areas and emerging issues. The third type would cater for individuals that are not working in statistics per se, for example economists and planners. The Training Centre should also lead Pan-African auditing of statistical training in regional schools with the aim to rationalise and coordinate the training system.

- **Role of the Training Centre**

The role of the Training Centre should include:

- coordination of statistical training by regional schools; and
- provision of advanced short-term courses with emphasis on specialisation, application and practical procedures.

- **Positioning of the Training Centre**

- As there is no existing structure binding regional statistics training schools to the Training Centre, the link between the two will have to be voluntarily engineered, on the basis of cooperation. However, because the Training Centre will be adding value over and above what the regional schools can offer, it will be at the apex of the statistical training system.
- Secondly, because the flow of decision-making on the Training Centre's programmes and activities goes to the Institute, the link with the Institute needs to be clearly and formally defined. For example, the Training Centre could train the staff of the Institute; or the Institute could commission the Training Centre to offer soft courses on statistical coordination management, development of regulatory frameworks, etc., within member states.

- **Funding the Training Centre**

According to ENSEA sustainable funding for the Training Centre would not be a problem because the Government of Côte d'Ivoire was ready to meet 100 percent of the expenses of the Training Centre.

- Capital budget – as indicated, the capital budget will be met by the Government of Côte d'Ivoire.
- Operational budget – the operational budget will be met by school fees and other services rendered by the Training Centre. With regard to other services the Training Centre could provide contractual services or consultancies to various clients along the lines of InSyDe (Information System Development) of Luxembourg.

## **Consultations with NSOs**

As was the case with the Institute, information from stakeholders regarding the Training Centre remains confidential. There were also 12 respondents. They reacted largely the same way as they did to the Institute, with certain exceptions.

- They did not question the location of the Training Centre.
- They cautioned that the Training Centre should demonstrate value added so as to avoid duplication; it should not compete with existing institutions but add to what is being done at regional institutes/schools.
- The Training Centre's relevance (ability to add value) was questioned given the existence of the current training schools; it would be better to support these and set up a secretariat instead to set common standards.

- It would be better to strengthen the capacity of the existing Anglophone and Francophone training centres in the continent instead of creating new ones. AUC should act as a secretariat to strengthen and support the existing ones.
- Some RECs are creating regional statistics offices to support NSOs in the region. RECs should be the building blocks of the Training Centre.

### Recommendation 7:

Concerns about the transparency of the decision-making process, and the likelihood of competition by the regional training centres with new Training Centre should be seen as a risk to its establishment. To mitigate the risk an advocacy strategy will be required to galvanise support from the NSOs that feel somewhat left out.

- Functions of the Training Centre
  - The Training Centre should offer practical specialised courses in National Accounts, Trade, Censuses of Population and Housing, etc. Emphasis should be more on application (production procedures) and less on theory. Current efforts are small-scale and unsatisfactory.
  - It also should train in harmonisation techniques, starting from where regional schools stop. In addition, it should produce a harmonisation guidance manual for when restructuring programmes.
  - The Training Centre should take over the responsibilities of AGROST
  - For it to sell, the Centre should develop methodologies and curricula on collecting and analyzing data on topical issues including:
    - Cross-border migration;
    - Human trafficking;
    - Proliferation of arms;
    - IDPs/refugees/undocumented/stateless people;
    - Disasters;
    - Elections;
    - Quality of justice in Africa.

- Role of the Training Centre

The idea of a Pan-African Statistical Training Centre is very relevant because there is an obvious capacity gap in the production and use of statistical data; fresh university graduates lack a practical touch, and have to be specifically inducted into official or national statistics; and staff have to be sent out of the country for further training through technical assistance programmes by donors. The Centre should concentrate on short-term training.

The Training Centre should:

- fill current training gaps, for example in human resources, management, leadership, communication and marketing of statistical products, measuring progress, development indicators, information systems, satellite accounts, etc.;
  - enhance the competence of graduates from the regional schools;
  - come up with a process to record, measure and train on emerging issues because the process is currently not consistent; and
  - manage the language divide (an issue that comes up all the time).
- Positioning of the Training Centre
    - The Centre should be an arm of the Institute to provide capacity in step with the programmes of the Institute.
  - Decision-making process for establishing the Training Centre

- As was the case with the Institute, some NSO representatives stated that it was unclear how the decision to establish the Training Centre was reached (because there were many unanswered questions of relevance raised by Directors-General).
- Funding the Training Centre
  - Donor funding has the drawback of donor money going back to the source. NSOs would appreciate the idea of technical assistance coming from Africa.
  - A sustainable funding mechanism should consist of:
    - contributions from member states;
    - financial allocation from the AUC; and
    - payments for services rendered (fees and remuneration from consultancies and research).
  - The Centre should:
    - be run as a business (“should be run with the mentality of the private sector”) by getting rewarded for its services (charge fees);
    - be guaranteed support from AUC coffers; and
    - get contributions from member states.

### Consultations with RECs

Three RECs responded to the questionnaire. The respondents were aware of the Decision to establish the Training Centre by the Assembly of Heads of State and Government. However, they did not provide enough information on the Training Centre that qualify for in-depth contributions. As was the case with the Institute, one of the three respondents did not expect his Community to benefit from the Institute because the Community has enough training centres whose capacities are being enhanced to very high levels of training skills.

- Function of the Training Centre
  - To undertake appropriate training and capacity building programmes in official statistics at various levels;
  - The development of appropriate curricula for official statistics at different levels in tandem with global developments in statistics;
  - To coordinate and harmonise statistics training and capacity building initiatives including statistics skills transfer for the existing statistics training centers in Africa.
- Role of the Training Centre
  - To bridge the language gap between training systems in Africa;
  - To prioritise training of trainers who would teach at the statistical training schools;
  - To support training schools with skills in management, emerging areas in statistics, and innovations;
  - Organise training sessions in collaboration with existing schools.
- Positioning of the Training Centre
  - The Training Centre should report to the Chairperson of the AUC as one of the organs of the AUC.
- Decision-making process for establishing the Training Centre
  - The RECs had no problem with the process that was followed in establishing the Training Centre.
- Funding the Training Centre
 

The RECs suggested three sources of funds for the Training Centre:

  - Contributions from member states through the African Union;
  - Support from Development Partners ; and
  - Own funds generated through research and other services.

## Consultations with Regional Statistical Training Schools

Five regional statistical training schools were consulted. Four were in support of the Training Centre. One was opposed to it on the grounds that it had become a world-class training centre able to do more than what the proposed centre would be capable of doing. There was also caution that a balance would be needed between Francophone and Anglophone countries in staff recruitment and in the provision of programmes.

- Functions of the Training Centre

The functions would be:

- To train in statistical harmonisation techniques;
- To train in statistical management;
- To train in statistical coordination techniques.

- Role of the Training Centre

The role of the Training Centre would include:

- training, conducting research and providing consultancy services in statistics;
- training in emerging areas of statistics;
- assessment of capacity needs in regional training schools

- Positioning the Training Centre

The Institute should be a centre of excellence in particular statistical areas but not be positioned above the existing training schools.

- Funding the Training Centre

Funds should come from:

- member state contributions through AUC; and
- training fees from students

## Consultations with support partners

Only EUROSTAT was consulted on the Institute. However, EUROSTAT would not engage in a statistical capacity building discussion because it has no experience in statistical training.

## Consultations with strategic partners: AfDB

The Bank was unhesitatingly in support of the Training Centre because of the need to strengthen the statistical function at the AUC. It was familiar with the functions and role of the Centre because it was involved in its establishment. However, the Centre should not duplicate the activities of the existing regional centres but should focus on certain strategic areas (which need to be thought through carefully). It had no concerns with the location of the Centre at Yamoussoukro especially given the good administration already demonstrated at Institut Polytechnique Felix Houphouet Boigny. Regarding the positioning of the Centre, the Bank emphasised the convening power principle and the capacity to serve 54 member states. As far funding the Centre was concerned, the bank would include it in the proposed fundraising mission for the Institute.

## Consultation with strategic partners: UNECA

UNECA was a strategic partner with a mandate from the Assembly of Heads of State and Government to support the establishment of the Training Centre. Accordingly it was familiar with the Centre's function and role within the African Statistics System. It was also well informed on the process that led to the Centre's establishment. With regard to positioning, it suggested that the Centre be viewed as a centre of excellence which other regional training centres would look up to rather than statutorily positioning above them. UNECA had no funds to spare for the Centre but it would provide the Centre with technical support.

## Consultation with strategic partners: ACBF

The meeting between the top two executives of the African Capacity Building Foundation and the Director of AUC's Department of Economic Affairs on 23 January 2015 focused on the issue of funding the Training Centre. The ACBF is a funding agency. The output of the meeting was that the Department of Economic Affairs should make a formal request for funds in writing.

## 4.2 Resource gap in terms of budget estimates for the two institutions

This section paints a picture of the funding needs of the Institute and the Training Centre. Ideally each host government should provide a budget for its part in providing premises for the institutions and for maintaining them. Tunisia has provided its budget (Table 3) while Côte d'Ivoire's is still forthcoming.

A summary of the estimates for the Institute excluding contributions from Tunisia is provided in Table 1. The summary for the Training Centre excluding contributions from Côte d'Ivoire is provided in Table 2.

Table 1: Indicative budget estimates in USD for the Institute for the period 2015-2017

Items	2015	2016	2017	2015-2017
Personnel	3 464 625	3 637 857	3 819 749	<b>10 922 231</b>
Programme	53 535 000	64 490 000	77 384 000	<b>195 409 000</b>
<b>Total</b>	<b>56 999 625</b>	<b>68 127 857</b>	<b>81 203 749</b>	<b>206 331 231</b>

Table 2: Indicative budget estimates in USD for the Training Centre for the period 2015-2017

Items	2015	2016	2017	2015-2017
Personnel	1 916 075	2 011 879	2 112 4733	<b>6 040 427</b>
Programme	23 200 000	34 335 000	36 051 750	<b>93 586 750</b>
<b>Total</b>	<b>25 116 075</b>	<b>36 346 879</b>	<b>38 164 223</b>	<b>99 627 177</b>

Table 3: Republic of Tunisia budget estimates in USD for STATAFRIC for 2015-2017

Items	2015	2016	2017	Total (2015-2017)
Salaries and grants for Tunisian NSO staff to STATAFRIC	47 312	49 677	52 161	<b>149 150</b>
Current expenditure	174 118	182 824	192 336	<b>549 278</b>
Facilities and equipment	223 529	12 353	12 353	<b>248 235</b>
<b>Total</b>	<b>444 959</b>	<b>244 854</b>	<b>256 850</b>	<b>946 663</b>

The exchange rate used was US \$1 = TD 1.7

**Note:** Due to translating item values in Tunisian dinars into US dollars and to rounding them to whole numbers, some totals may slightly differ from the ones in the submission from Statistiques Tunisie where on total dinars were translated into dollars.

Indicative budget estimates, especially those for personnel, were made with minimum sets of staffing in mind. Regarding the Institute Table 4 is for the required personnel at the time of its establishment while



Table 5 is for programmes. Tables 6 and 7 respectively show estimates for personnel and programmes of the Training Centre also at the time of its establishment.

Because of financial constraints, establishment of the two institutions should be implemented in phases, guided by their proposed structures to be found in Figure 1 for the Institute and Figure 4 for the Training Centre in the report *Institutional arrangement and structural organisation of the African Union Institute for Statistics and the Pan-African Statistical Training Centre*. The establishment of the two institutions in phases is emphasised in Recommendation 8 below.

### Recommendation 8:

It is recommended that establishment of the two institutions is implemented in phases in step with availability of funds.

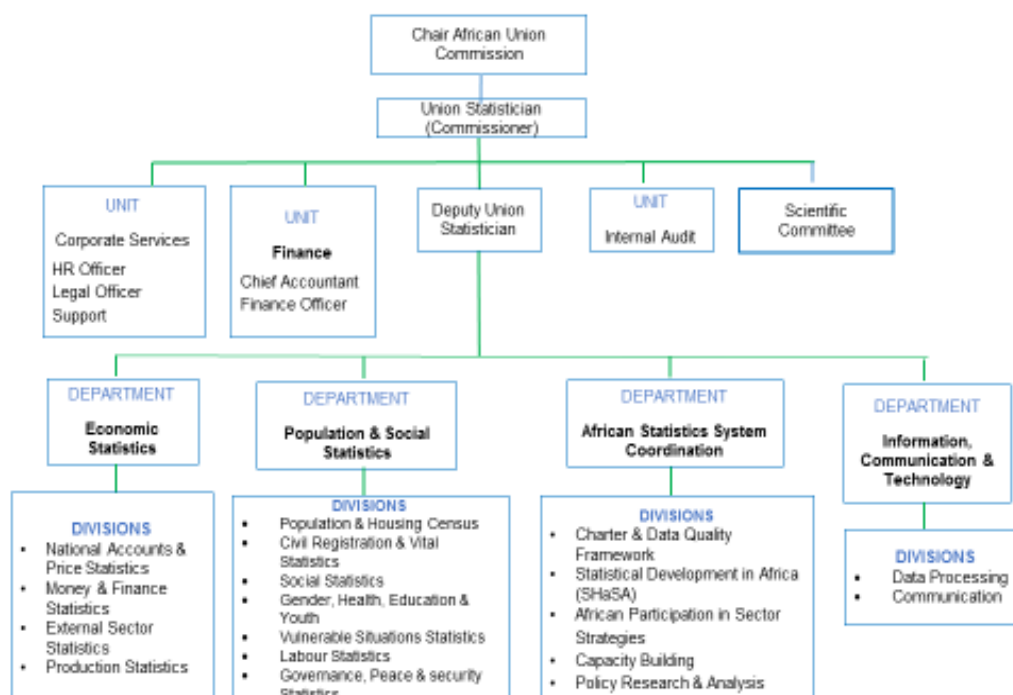
Further elaboration on the resolution is provided separately for the Institute and the Training Centre below.

### Institute

Compared with Eurostat, for example, the budget estimates and the level of staffing the Institute is very conservative considering that Eurostat serves fewer countries (28) with much better organised statistics systems than is the case with the Institute (54). While Eurostat has a staff of 814 in 2012<sup>3</sup> the Institute is proposed to start with a staff of 46. With 611 professionals Eurostat had on the average 22 professionals per member state whereas the Institute has one professional for every 2 member states. Eurostat had 7 directorates and 40 units while the Institute has 4 departments and 18 units. At the current exchange rate (€1 for US\$1.08) the budget for Eurostat amounted to USD 94.8 million, the equivalent of €87.8 million. On the other hand, the budget for the Institute is estimated at US\$57 million. The point is that the budget for the Institute fits its proposed staffing and programmes.

The structure of the Institute is replicated below as Figure 1 in this report.

Figure 1: High-level organogram for the Institute



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<sup>3</sup> Junker, Claudia, 2014, *Visit of the AU Delegation*, Presentation, EUROSTAT, Luxembourg, September

The Institute should be established in two phases. **Phase One** consists of *the Administration* and *Divisions* which implement programmes. Divisions are grouped into four clusters in terms of closeness of subject matter. A total of 18 Divisions have been proposed. The actual number established is flexible as there is room for mergers if required, provided the content is covered. It is also advisable to stagger establishment of the Divisions in order for the Institute to deliver tangible results, which would be unlike the present situation where a single Division of 6 individuals are expected to cover all the 18 areas. In the process they produce very limited tangible products because they spend most of their time organising and attending meetings and doing administrative work in an environment that might not be sensitive and alert to their burdens. However, the Institute should start with the current staff establishment in the AU Statistics Division.

**Phase Two** is constituted by the establishment of *Departments*. Departments should be established when there are sufficient Division groupings for the situation to demand improved governance. One would expect implementation of phases to be driven by demand for statistical services. However, in an environment where statistics have a low profile, phase implementation may have to be supply-driven and thus deliberately planned for. The latter would appear to be the better approach. Because the Institute is being established to inform the Integration Agenda, it is expected to be the coordination hub of the development, production and use of statistics on the African continent. As such, it has to be at the heart of statistical development in Africa, accountable to the AUC. It is because of its current fledgling nature that the Assembly of Heads of State and Government nominated the better-positioned Pan-African Organisations, particularly AfDB and UNECA, as its strategic partners to nurture it until it as it were becomes of age to take over most of the coordination responsibilities. In practice the nurturing by AfDB and UNECA translates into taking care of a lot of the content of the Division and handing it over to the Institute at the appropriate time. This requires an arrangement to be negotiated and formally recorded in a collaboration agreement between the three organisations.

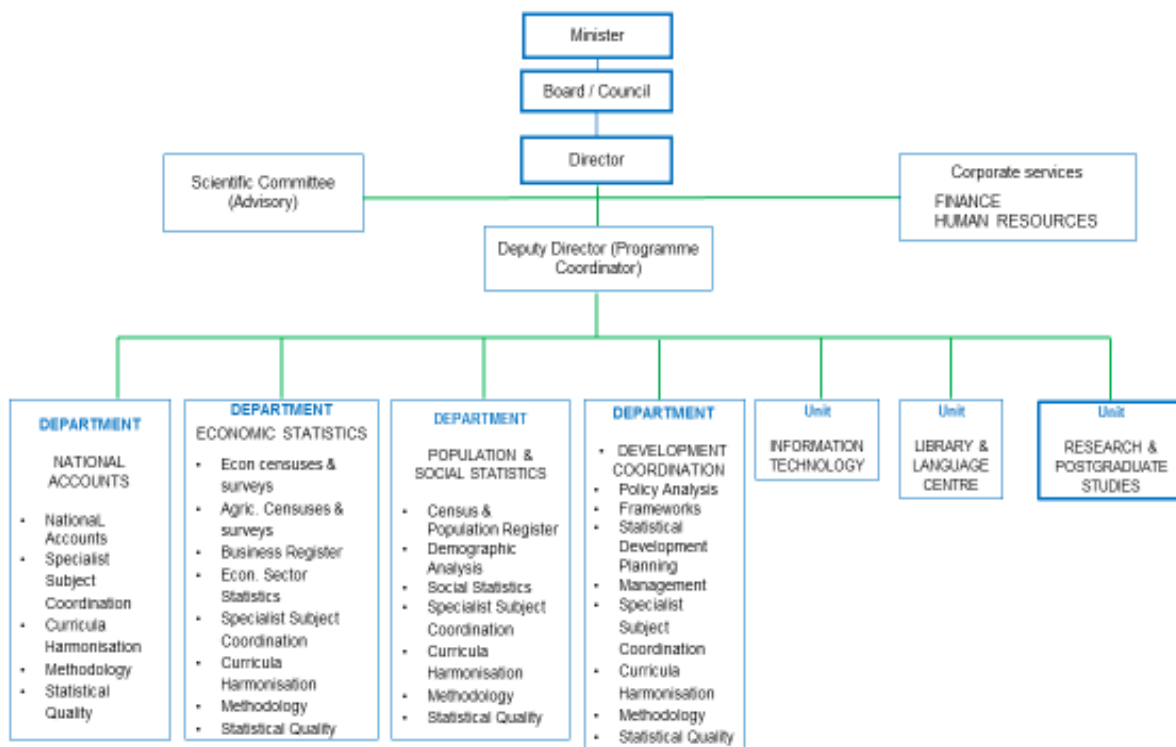
In terms of its Action Plan, the Institute would be better off prioritising establishment of methodological infrastructure (such as quality frameworks and implementing the Charter) and organisational development (such as collaboration within the PAOs and strengthening NSSs strategic planning) than prioritising statistical production within the status quo.

In connection with the establishment of the Institute there are two choices the AUC faces: either it deliberately funds the Institute to the level where it can meet the statistical needs of the continent or it carries on with the status quo where statistics do not play a significant role in the development agendas of member states. Raising the profile of statistics from its current low level to a level where they are to effectively inform national and regional development agendas needs a dramatic shift in the vision and strategy for statistical development. The dramatic shift in vision and strategy requires an equally dramatic rise in the level of funding of statistical development. Raising user expectations and not being able to meet them, at least halfway, is a risk advisedly to be avoided if the Institute is to impact the African Integration Agenda in a positive way. The point is that effective establishment of the two institutions is a necessary costly undertaking for the AUC.

### **Training Centre**

The structure of the Training Centre is replicated in Figure 2 below.

Figure 2: High-level organogram for the Training Centre



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As is the case with the Institute, it is advisable to also establish the Training Centre in phases. **Phase One** is constituted by the establishment of **one-person departments** and **support** and **administrative units**. There are four departments consisting of closely related subject areas reflecting the contents of the Divisions in the Institute’s structure (Figure 1 above). The reason for reflecting the contents of the Institute’s Divisions is that the Training Centre is intended to coordinate development of statistical capacity in the African Statistics System. All the content areas and their support units report to the Deputy Director who is the Programme Coordinator. **Phase Two** will consist of **populating the Departments** with subject content and methodology specialists.

In terms of its programme the Training Centre would be better off to prioritise the organisational setup of the system of training centres to rationalise training programmes and curricula. Starting off with training is likely to encourage an atmosphere of competition with the existing STCs.

Table 4: Budget estimates for personnel of the Institute

Department / Division	Units	Number	Grade	Annually Salary (Amount in USD)		
				2015	2016	2017
<b>Management Staff</b>				<b>968 010</b>	<b>1 016 411</b>	<b>1 067 232</b>
	<b>Union Statistician's Office</b>			<b>367 098</b>	<b>385 453</b>	<b>404 726</b>
	Union Statistician	1		238 770	250 708	263 244
	Personal Secretary	1	<b>P3</b>	83 965	88 163	92 571
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
	<b>Deputy Union Statistician's Office</b>			<b>197 160</b>	<b>207 018</b>	<b>217 369</b>
	Deputy Union Statistician	1	<b>D1</b>	152 796	160 436	168 458
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
	<b>Internal Audit</b>			<b>73 548</b>	<b>77 226</b>	<b>81 087</b>
	Internal Auditor	1	<b>P2</b>	73 548	77 226	81 087
	<b>Corporate Services</b>			<b>330 204</b>	<b>346 715</b>	<b>364 050</b>
	Senior Finance Office	1	<b>P3</b>	83 965	88 163	92 571
	Senior Administrative Officer	1	<b>P3</b>	83 965	88 163	92 571
	Legal Officer	1	<b>P2</b>	73 548	77 226	81 087
	Administrative Assistant	1	<b>GSA4</b>	44 364	46 582	48 911
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Economic Statistics</b>				<b>530 595</b>	<b>557 124</b>	<b>584 980</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Senior Statisticians	1	<b>P3</b>	83 965	88 163	92 571
	Statisticians	4	<b>P2</b>	294 193	308 903	324 348
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Population and Social Statistics</b>				<b>604 143</b>	<b>634 350</b>	<b>666 067</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Senior Statisticians	1	<b>P3</b>	83 965	88 163	92 571
	Demographers	4	<b>P2</b>	294 193	308 903	324 348
	Statisticians	1	<b>P2</b>	73 548	77 226	81 087

Department / Division	Units	Number	Grade	Annually Salary (Amount in USD)		
				2015	2016	2017
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>African Statistics System Coordination</b>				<b>751 239</b>	<b>788 801</b>	<b>828 241</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Senior Statisticians	1	<b>P3</b>	83 965	88 163	92 571
	Planners	2	<b>P2</b>	147 097	154 451	162 174
	Statisticians	2	<b>P2</b>	147 097	154 451	162 174
	Assist. Statisticians	3	<b>P2</b>	220 645	231 677	243 261
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Information, Communication and Technology</b>				<b>610 638</b>	<b>641 170</b>	<b>673 229</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Senior ICT	1	<b>P3</b>	83 965	88 163	92 571
	IT Policy Officer	1	<b>P2</b>	73 548	77 226	81 087
	IT Assistants	3	<b>GSA6</b>	138 413	145 334	152 601
	Communication Officer	1	<b>P2</b>	73 548	77 226	81 087
	Information Officer	1	<b>GSA4</b>	44 364	46 582	48 911
	Communication officer	1	<b>GSA4</b>	44 364	46 582	48 911
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>TOTAL</b>				<b>3 464 625</b>	<b>3 637 857</b>	<b>3 819 749</b>

Table 5: Programme budget estimates for the Institute

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
<b>1</b>	<b>Implementation of African Charter on Statistics</b>	<b>870 000,00</b>	<b>1 296 000,00</b>	<b>1 555 200,00</b>	<b>3 721 200,00</b>
1,01	<b>Advocacy for the signature, ratification and endorsement of the Charter</b>	<b>105 000,00</b>	<b>126 000,00</b>	<b>151 200,00</b>	<b>382 200,00</b>
	<b>Producing advocacy tools</b>	<b>35 000,00</b>	<b>42 000,00</b>	<b>50 400,00</b>	
	<i>Consultancy Fees</i>	<i>25 000,00</i>	<i>30 000,00</i>	<i>36 000,00</i>	
	<i>Printing of the materials</i>	<i>10 000,00</i>	<i>12 000,00</i>	<i>14 400,00</i>	
	<b>Advocacy mission to African Countries</b>	<b>35 000,00</b>	<b>42 000,00</b>	<b>50 400,00</b>	
	<i>Tickets for Chairperson, Commissioner, Directors and Senior Staff of AUC</i>	<i>15 000,00</i>	<i>18 000,00</i>	<i>21 600,00</i>	
	<i>DSA for Chairperson, Commissioner, Directors and Senior Staff of AUC</i>	<i>20 000,00</i>	<i>24 000,00</i>	<i>28 800,00</i>	
	<b>Side event during Summit, Conference of Ministers</b>	<b>35 000,00</b>	<b>42 000,00</b>	<b>50 400,00</b>	
	<i>Tickets for Chairperson, Commissioner, Directors and Senior Staff of AUC</i>	<i>15 000,00</i>	<i>18 000,00</i>	<i>21 600,00</i>	
	<i>DSA for Chairperson, Commissioner, Directors and Senior Staff of AUC</i>	<i>20 000,00</i>	<i>24 000,00</i>	<i>28 800,00</i>	
1,02	<b>Management framework for the implementation of the Charter on Statistics</b>	<b>765 000,00</b>	<b>918 000,00</b>	<b>1 101 600,00</b>	<b>2 784 600,00</b>
	<b>Peer reviews</b>	<b>275 000,00</b>	<b>330 000,00</b>	<b>396 000,00</b>	
	<i>Tickets for Assessors and Senior Staff of AUC</i>	<i>100 000,00</i>	<i>120 000,00</i>	<i>144 000,00</i>	
	<i>DSA for Assessors and Senior Staff of AUC</i>	<i>150 000,00</i>	<i>180 000,00</i>	<i>216 000,00</i>	
	<i>Conference facilities for the peer review exercise</i>	<i>15 000,00</i>	<i>18 000,00</i>	<i>21 600,00</i>	
	<i>Printing and dissemination of the report</i>	<i>10 000,00</i>	<i>12 000,00</i>	<i>14 400,00</i>	
	<b>Self-Assessment by African Countries</b>	<b>260 000,00</b>	<b>312 000,00</b>	<b>374 400,00</b>	
	<i>Consultancy Fees</i>	<i>75 000,00</i>	<i>90 000,00</i>	<i>108 000,00</i>	
	<i>Tickets for Consultants and AUC Staff</i>	<i>75 000,00</i>	<i>90 000,00</i>	<i>108 000,00</i>	
	<i>DSA for Consultants and AUC Staff</i>	<i>100 000,00</i>	<i>120 000,00</i>	<i>144 000,00</i>	
	<i>Printing and dissemination of the report</i>	<i>10 000,00</i>	<i>12 000,00</i>	<i>14 400,00</i>	
	<b>Training DGs of NSOs on leadership</b>	<b>90 000,00</b>	<b>108 000,00</b>	<b>129 600,00</b>	
	<i>Consultancy Fees</i>	<i>15 000,00</i>	<i>18 000,00</i>	<i>21 600,00</i>	
	<i>Tickets for Consultants, participants and AUC Staff</i>	<i>25 000,00</i>	<i>30 000,00</i>	<i>36 000,00</i>	
	<i>DSA for Consultants, participants and AUC Staff</i>	<i>40 000,00</i>	<i>48 000,00</i>	<i>57 600,00</i>	
	<i>Conference facilities for the training</i>	<i>10 000,00</i>	<i>12 000,00</i>	<i>14 400,00</i>	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<b>Monitoring and evaluation framework for the Charter</b>	<b>140 000,00</b>	<b>168 000,00</b>	<b>201 600,00</b>	
	<i>Consultancy Fees</i>	<i>15 000,00</i>	<i>18 000,00</i>	<i>21 600,00</i>	
	<i>Tickets for Consultants, participants and AUC Staff</i>	<i>40 000,00</i>	<i>48 000,00</i>	<i>57 600,00</i>	
	<i>DSA for Consultants, participants and AUC Staff</i>	<i>75 000,00</i>	<i>90 000,00</i>	<i>108 000,00</i>	
	<i>Conference facilities for the training</i>	<i>10 000,00</i>	<i>12 000,00</i>	<i>14 400,00</i>	
<b>2</b>	<b>Implementation of the Strategy for the Harmonisation of Statistics in Africa (SHaSA)</b>	<b>47 725 000,00</b>	<b>7 270 000,00</b>	<b>68 724 000,00</b>	<b>173 719 000,00</b>
<b>2,01</b>	<b>Informal Sector and Labour Market Information System</b>	<b>1 150 000,00</b>	<b>1 380 000,00</b>	<b>1 656 000,00</b>	<b>4 186 000,00</b>
	<b>Technical support to countries to implement LMIS-HCF</b>	<b>1 000 000,00</b>	<b>1 200 000,00</b>	<b>1 440 000,00</b>	
	<i>Consultancy Fees</i>	<i>750 000,00</i>	<i>900 000,00</i>	<i>1 080 000,00</i>	
	<i>Tickets for Consultants, participants and AUC Staff</i>	<i>100 000,00</i>	<i>120 000,00</i>	<i>144 000,00</i>	
	<i>DSA for Consultants, participants and AUC Staff</i>	<i>150 000,00</i>	<i>180 000,00</i>	<i>216 000,00</i>	
	<b>Meeting of African Working Group on Informal Sector and Labour Market Information System</b>	<b>150 000,00</b>	<b>180 000,00</b>	<b>216 000,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	<i>50 000,00</i>	<i>60 000,00</i>	<i>72 000,00</i>	
	<i>DSA for Directors and Senior Staff of AUC</i>	<i>75 000,00</i>	<i>90 000,00</i>	<i>08 000,00</i>	
	<i>Refreshment for the participants of the meetings</i>	<i>25 000,00</i>	<i>30 000,00</i>	<i>36 000,00</i>	
<b>2,02</b>	<b>Agriculture, Environment &amp; Natural Resources</b>	<b>1 935 000,00</b>	<b>2 322 000,00</b>	<b>2 786 400,00</b>	<b>7 043 400,00</b>
	<b>Technical assistance to countries for conducting agriculture survey, census and analyse agriculture statistics data</b>	<b>1 000 000,00</b>	<b>1 200 000,00</b>	<b>1 440 000,00</b>	
	<i>Consultancy Fees</i>	<i>750 000,00</i>	<i>900 000,00</i>	<i>1 080 000,00</i>	
	<i>Tickets for Consultants, participants and AUC Staff</i>	<i>100 000,00</i>	<i>120 000,00</i>	<i>144 000,00</i>	
	<i>DSA for Consultants, participants and AUC Staff</i>	<i>150 000,00</i>	<i>180 000,00</i>	<i>216 000,00</i>	
	<b>Action Plan and Minimal list of indicators for Environment and Natural Resources</b>	<b>800 000,00</b>	<b>960 000,00</b>	<b>1 152 000,00</b>	
	<i>Consultancy Fees</i>	<i>500 000,00</i>	<i>600 000,00</i>	<i>720 000,00</i>	
	<i>Tickets for Consultants, participants and AUC Staff</i>	<i>100 000,00</i>	<i>120 000,00</i>	<i>144 000,00</i>	
	<i>DSA for Consultants, participants and AUC Staff</i>	<i>200 000,00</i>	<i>240 000,00</i>	<i>288 000,00</i>	
	<b>Meeting of African Working Group on Agriculture, Environment &amp; Natural Resources</b>	<b>135 000,00</b>	<b>162 000,00</b>	<b>194 400,00</b>	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>Tickets for Directors and Senior Staff of AUC</i>	50 000,00	60 000,00	72 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	75 000,00	90 000,00	108 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,03</b>	<b>National Accounts and Price Statistics</b>	<b>15 235 000,00</b>	<b>18 282 000,00</b>	<b>21 938 400,00</b>	<b>55 455 400,00</b>
	<b>Implementation of ERETES in all African Countries</b>	<b>5 500 000,00</b>	<b>6 600 000,00</b>	<b>7 920 000,00</b>	
	<i>Consultancy Fees</i>	3 000 000,00	3 600 000,00	4 320 000,00	
	<i>Tickets for Consultants, participants and AUC Staff</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>DSA for Consultants, participants and AUC Staff</i>	1 500 000,00	1 800 000,00	2 160 000,00	
	<b>Technical assistance to countries to implement SNA 2008</b>	<b>9 500 000,00</b>	<b>11 400 000,00</b>	<b>13 680 000,00</b>	
	<i>Consultancy Fees</i>	6 000 000,00	7 200 000,00	8 640 000,00	
	<i>Tickets for Consultants, participants and AUC Staff</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>DSA for Consultants, participants and AUC Staff</i>	2 500 000,00	3 000 000,00	3 600 000,00	
	<b>Meeting of African Working Group on National Accounts</b>	<b>235 000,00</b>	<b>282 000,00</b>	<b>338 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	125 000,00	150 000,00	180 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,04</b>	<b>External Trade and Balance of Payments</b>	<b>3 510 000,00</b>	<b>4 212 000,00</b>	<b>5 054 400,00</b>	<b>12 776 400,00</b>
	<b>Produce technical document for Trade in Merchandises and Trade in Services</b>	<b>2 000 000,00</b>	<b>2 400 000,00</b>	<b>2 880 000,00</b>	
	<i>Consultancy Fees</i>	1 500 000,00	1 800 000,00	2 160 000,00	
	<i>Printing of the materials</i>	50 000,00	60 000,00	72 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	250 000,00	300 000,00	360 000,00	
	<b>African Manual of Balance of Payments</b>	<b>500 000,00</b>	<b>600 000,00</b>	<b>720 000,00</b>	
	<i>Consultancy Fees</i>	250 000,00	300 000,00	360 000,00	
	<i>Printing of the materials</i>	50 000,00	60 000,00	72 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	75 000,00	90 000,00	108 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	125 000,00	150 000,00	180 000,00	
	<b>Training All African Countries on the various methodologies</b>	<b>800 000,00</b>	<b>960 000,00</b>	<b>1 152 000,00</b>	



No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>Consultancy Fees</i>	500 000,00	600 000,00	720 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	
	<b>Meeting of African Working Group on Trade Statistics</b>	<b>210 000,00</b>	<b>252 000,00</b>	<b>302 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	50 000,00	60 000,00	72 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,05</b>	<b>African Group on Harmonisation of Statistics (AGHSA)</b>	<b>4 350 000,00</b>	<b>5 220 000,00</b>	<b>6 264 000,00</b>	<b>15 834 000,00</b>
	<b>Review the SHaSA</b>	<b>410 000,00</b>	<b>492 000,00</b>	<b>590 400,00</b>	
	<i>Consultancy Fees</i>	100 000,00	120 000,00	144 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
	<b>New Guidelines for the NSDS ( Implementation of the revised SHaSA)</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Consultancy Fees</i>	200 000,00	240 000,00	288 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>Refreshment for the participants of the Advocacy meetings</i>	10 000,00	12 000,00	14 400,00	
	<b>Training all African Countries on the New Guideline</b>	<b>1 000 000,00</b>	<b>1 200 000,00</b>	<b>1 440 000,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	600 000,00	720 000,00	864 000,00	
	<i>Refreshment for the participants of the meetings</i>	100 000,00	120 000,00	144 000,00	
	<b>Assistance to African Countries to develop NSDS</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Meeting of African Working on Harmonisation of Statistics</b>	<b>210 000,00</b>	<b>252 000,00</b>	<b>302 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	50 000,00	60 000,00	72 000,00	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>DSA for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,06</b>	<b>CRVS Programme</b>	<b>2 395 000,00</b>	<b>2 874 000,00</b>	<b>3 448 800,00</b>	<b>8 717 800,00</b>
	<b>Technical Assistance to countries (Implementation of APAI-CRVS)</b>	<b>2 260 000,00</b>	<b>2 712 000,00</b>	<b>3 254 400,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>refreshment for the participants of the Advocacy meetings</i>	10 000,00	12 000,00	14 400,00	
	<b>Meeting of African Working Group on CVRS Programme</b>	<b>135 000,00</b>	<b>162 000,00</b>	<b>194 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	50 000,00	60 000,00	72 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	75 000,00	90 000,00	108 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,07</b>	<b>Demography, Migrations, Heath, Human Development, Social Protection and Gender</b>	<b>2 730 000,00</b>	<b>3 276 000,00</b>	<b>3 931 200,00</b>	<b>9 937 200,00</b>
	<b>Technical assistance to All African Countries</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the Advocacy meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Meeting of African Working Group on Demography, Migrations, Heath, Human Development, Social Protection and Gender</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,08</b>	<b>Infrastructure, Industries and Tourism</b>	<b>2 725 000,00</b>	<b>3 270 000,00</b>	<b>3 924 000,00</b>	<b>9 919 000,00</b>
	<b>Technical Assistance to All African Countries</b>	<b>2 265 000,00</b>	<b>2 718 000,00</b>	<b>3 261 600,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>Refreshment for the participants of the meetings</i>	15 000,00	18 000,00	21 600,00	
	<b>Meeting of African Working Group on Demography, Migrations, health, Human development, Social Protection and Gender</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,09</b>	<b>Science, Technology and Education</b>	<b>2 730 000,00</b>	<b>3 276 000,00</b>	<b>3 931 200,00</b>	<b>9 937 200,00</b>
	<b>Technical Assistance to All African Countries</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Meeting of African Working Group on Science, Technology and Education</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2.10'</b>	<b>Governance, Peace &amp; Security</b>	<b>3 240 000,00</b>	<b>3 888 000,00</b>	<b>4 665 600,00</b>	<b>11 793 600,00</b>
	<b>Training all African Countries on the harmonised tools</b>	<b>520 000,00</b>	<b>624 000,00</b>	<b>748 800,00</b>	
	<i>Consultancy Fees</i>	100 000,00	120 000,00	144 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Technical Assistance to All African Countries</b>	<b>2 260 000,00</b>	<b>2 712 000,00</b>	<b>3 254 400,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<b>Meeting of African Working Group on Governance, Peace and Security Statistics</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,11</b>	<b>Money and Finance Statistics</b>	<b>2 725 000,00</b>	<b>3 270 000,00</b>	<b>3 924 000,00</b>	<b>9 919 000,00</b>
	<b>Technical Assistance to All African Countries</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Meeting of African Working Group on Money and Finance Statistics</b>	<b>455 000,00</b>	<b>546 000,00</b>	<b>655 200,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	5 000,00	6 000,00	7 200,00	
<b>2,12</b>	<b>Public Finance, Private Sector and Investments</b>	<b>2 730 000,00</b>	<b>3 276 000,00</b>	<b>3 931 200,00</b>	<b>9 937 200,00</b>
	<b>Technical Assistance to All African Countries</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
	<b>Meeting of African Working Group on Science, Technology and Education</b>	<b>460 000,00</b>	<b>552 000,00</b>	<b>662 400,00</b>	
	<i>Tickets for Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>2,14</b>	<b>Classification</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	<b>8 262 800,00</b>
	<b>New methodologies for the harmonisation of Statistics in Africa</b>	<b>2 270 000,00</b>	<b>2 724 000,00</b>	<b>3 268 800,00</b>	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	24 000,00	28 800,00	
<b>3</b>	<b>Data Management and Publications</b>	<b>1 320 000,00</b>	<b>1 584 000,00</b>	<b>1 900 800,00</b>	-
<b>3,01</b>	<b>Development of AUC statistical database on a web portal</b>	<b>910 000,00</b>	<b>1 092 000,00</b>	<b>1 310 400,00</b>	
	<i>Consultancy Fees</i>	500 000,00	600 000,00	720 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>3,03</b>	<b>Production of Yearbooks (ASY, KeyStats, Statistics in focus, etc.....)</b>	<b>410 000,00</b>	<b>492 000,00</b>	<b>590 400,00</b>	
	<i>Consultancy Fees</i>	100 000,00	120 000,00	144 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
<b>4</b>	<b>Research</b>	<b>2 540 000,00</b>	<b>3 048 000,00</b>	<b>3 657 600,00</b>	<b>9 245 600,00</b>
<b>4,01</b>	<b>Modelling</b>	<b>2 260 000,00</b>	<b>2 712 000,00</b>	<b>3 254 400,00</b>	
	<i>Consultancy Fees</i>	1 000 000,00	1 200 000,00	1 440 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	500 000,00	600 000,00	720 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	750 000,00	900 000,00	1 080 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
4,02	<b>Economic Outlook</b>	<b>280 000,00</b>	<b>336 000,00</b>	<b>403 200,00</b>	
	<i>Consultancy Fees</i>	100 000,00	120 000,00	144 000,00	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	75 000,00	90 000,00	108 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>Refreshment for the participants of the meetings</i>	5 000,00	6 000,00	7 200,00	
<b>5</b>	<b>Agreed cooperation programmes with International Partners</b>	<b>500 000,00</b>	<b>600 000,00</b>	<b>720 000,00</b>	<b>1 820 000,00</b>
<b>5,01</b>	<b>Arrange cooperation forums with International Partners</b>	<b>500 000,00</b>	<b>600 000,00</b>	<b>720 000,00</b>	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	

No.	Output / Activity	Budget			TOTAL
		2015	2016	2017	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	300 000,00	360 000,00	432 000,00	
<b>6</b>	<b>Statutory Meeting</b>	<b>580 000,00</b>	<b>692 000,00</b>	<b>826 400,00</b>	<b>2 098 400,00</b>
<b>6,01</b>	<b>CoDGs/StatCom</b>	<b>370 000,00</b>	<b>440 000,00</b>	<b>524 000,00</b>	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	150 000,00	180 000,00	216 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	200 000,00	240 000,00	288 000,00	
	<i>Refreshment for the participants of the meetings</i>	20 000,00	20 000,00	20 000,00	
<b>6,01</b>	<b>ASCC Meeting</b>	<b>210 000,00</b>	<b>252 000,00</b>	<b>302 400,00</b>	
	<i>Tickets for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>DSA for Consultants, Directors and Senior Staff of AUC</i>	100 000,00	120 000,00	144 000,00	
	<i>Refreshment for the participants of the meetings</i>	10 000,00	12 000,00	14 400,00	
	<b>Total</b>	<b>53 535 000,00</b>	<b>64 490 000,00</b>	<b>77 384 000,00</b>	<b>195 409 000,00</b>

Table 6: Budget estimates for personnel of the Training School

Departments	Units	Number	Grade	Annually Salary (Amount in USD)		
				2015	2016	2017
<b>Management Staff</b>				<b>696 580</b>	<b>731 409</b>	<b>767 980</b>
	<b>Office of Director</b>			<b>197 160</b>	<b>207 018</b>	<b>217 369</b>
	Director	1	<b>D1</b>	152 796	160 436	168 458
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
	<b>Office of Deputy Director General</b>			<b>169 216</b>	<b>177 677</b>	<b>186 561</b>
	Deputy Director	1	<b>P6</b>	124 852	131 095	137 650
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
	<b>Internal Audit</b>			<b>73 548</b>	<b>77 226</b>	<b>81 087</b>
	Internal Auditor	1	<b>P2</b>	73 548	77 226	81 087
	<b>Corporate Service</b>			<b>256 656</b>	<b>269 489</b>	<b>282 963</b>
	Senior Finance Office	1	<b>P3</b>	83 965	88 163	92 571
	Senior Administrative Officer	1	<b>P3</b>	83 965	88 163	92 571
	Administrative Assistant	1	<b>GSA4</b>	44 364	46 582	48 911
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>National Accounts Department</b>			<b>152 437</b>	<b>160 059</b>	<b>168 062</b>	
DEPARTMENT HEAD	1	<b>P5</b>	108 073	113 477	119 151	
Secretary	1	<b>GSA4</b>	44 364	46 582	48 911	
<b>Economic Statistics Department</b>			<b>152 437</b>	<b>160 059</b>	<b>168 062</b>	
Head of Division	1	<b>P5</b>	108 073	113 477	119 151	
Secretary	1	<b>GSA4</b>	44 364	46 582	48 911	
<b>Population and Social Statistics Department</b>			<b>152 437</b>	<b>160 059</b>	<b>168 062</b>	
Head of Division	1	<b>P5</b>	108 073	113 477	119 151	
Secretary	1	<b>GSA4</b>	44 364	46 582	48 911	
<b>Development Coordination Department</b>			<b>152 437</b>	<b>160 059</b>	<b>168 062</b>	
Head of Division	1	<b>P5</b>	108 073	113 477	119 151	
Secretary	1	<b>GSA4</b>	44 364	46 582	48 911	

Departments	Units	Number	Grade	Annually Salary (Amount in USD)		
				2015	2016	2017
<b>Information and Technology Department</b>				<b>152 437</b>	<b>160 059</b>	<b>168 062</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Library and Language Centre</b>				<b>152 437</b>	<b>160 059</b>	<b>168 062</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Research and Postgraduate Studies</b>				<b>152 437</b>	<b>160 059</b>	<b>168 062</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>Scientific Committee</b>				<b>152 437</b>	<b>160 059</b>	<b>168 062</b>
	Head of Division	1	<b>P5</b>	108 073	113 477	119 151
	Secretary	1	<b>GSA4</b>	44 364	46 582	48 911
<b>TOTAL</b>				<b>1 916 075</b>	<b>2 011 879</b>	<b>2 112 473</b>



Table 7: Budget estimates for programmes of the Training Centre

Programme	Programme Items	(US\$)		
		2016	2017	2018
NATIONAL ACCOUNTS	<b>National Accounts</b>	<b>2 800 000,00</b>	<b>2 940 000,00</b>	<b>3 087 000,00</b>
	<b>Training on 2008 SNA</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	<i>100 000,00</i>	<i>105 000,00</i>	<i>110 250,00</i>
	<i>Allowance for the 25 trainers</i>	<i>800 000,00</i>	<i>840 000,00</i>	<i>882 000,00</i>
	<i>Trainers fees</i>	<i>500 000,00</i>	<i>525 000,00</i>	<i>551 250,00</i>
	<b>Training on IT Tools (ERETES, etc...)</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	<i>100 000,00</i>	<i>105 000,00</i>	<i>110 250,00</i>
	<i>Allowance for the 25 trainers</i>	<i>800 000,00</i>	<i>840 000,00</i>	<i>882 000,00</i>
	<i>Trainers fees</i>	<i>500 000,00</i>	<i>525 000,00</i>	<i>551 250,00</i>
Sustainable Development Goals (SGDs)	<b>Training on the Goals, Targets and indicators</b>	<b>2 300 000,00</b>	<b>12 390 000,00</b>	<b>13 009 500,00</b>
	<i>Air tickets for the 25 trainers</i>	<i>200 000,00</i>	<i>210 000,00</i>	<i>220 500,00</i>
	<i>Allowance for the 25 trainers</i>	<i>1 600 000,00</i>	<i>1 680 000,00</i>	<i>1 764 000,00</i>
	<i>Trainers fees</i>	<i>500 000,00</i>	<i>10 500 000,00</i>	<i>11 025 000,00</i>
ECONOMIC STATISTICS	<b>Training on Economic Statistics</b>	<b>2 850 000,00</b>	<b>2 992 500,00</b>	<b>3 142 125,00</b>
	<b>Training on trade statistics</b>	<b>950 000,00</b>	<b>997 500,00</b>	<b>1 047 375,00</b>
	<i>Air tickets for the 10 trainers</i>	<i>50 000,00</i>	<i>52 500,00</i>	<i>55 125,00</i>
	<i>Allowance for the 10 trainers</i>	<i>400 000,00</i>	<i>420 000,00</i>	<i>441 000,00</i>
	<i>Trainers fees</i>	<i>500 000,00</i>	<i>525 000,00</i>	<i>551 250,00</i>
	<b>Training on Buiness Registers</b>	<b>950 000,00</b>	<b>997 500,00</b>	<b>1 047 375,00</b>
	<i>Air tickets for the 10 trainers</i>	<i>50 000,00</i>	<i>52 500,00</i>	<i>55 125,00</i>
	<i>Allowance for the 10 trainers</i>	<i>400 000,00</i>	<i>420 000,00</i>	<i>441 000,00</i>
	<i>Trainers fees</i>	<i>500 000,00</i>	<i>525 000,00</i>	<i>551 250,00</i>
	<b>Training on Agriculture Statistics</b>	<b>950 000,00</b>	<b>997 500,00</b>	<b>1 047 375,00</b>
	<i>Air tickets for the 10 trainers</i>	<i>50 000,00</i>	<i>52 500,00</i>	<i>55 125,00</i>
	<i>Allowance for the 10 trainers</i>	<i>400 000,00</i>	<i>420 000,00</i>	<i>441 000,00</i>
<i>Trainers fees</i>	<i>500 000,00</i>	<i>525 000,00</i>	<i>551 250,00</i>	
POPULATION AND SOCIAL STATISTICS	<b>Training on Social Statistics</b>	<b>6 550 000,00</b>	<b>6 877 500,00</b>	<b>7 221 375,00</b>
	<b>Training on Labour Statistics</b>	<b>950 000,00</b>	<b>997 500,00</b>	<b>1 047 375,00</b>

Programme	Programme Items	(US\$)		
		2016	2017	2018
	<i>Air tickets for the 10 trainers</i>	50 000,00	52 500,00	55 125,00
	<i>Allowance for the 10 trainers</i>	400 000,00	420 000,00	441 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Training on Civil Registration and Vital Statistics (CRVS)</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Training on Migration Statistics (CRVS)</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Training on 2020 Census</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Training on Governance, Peace and Security Statistics</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
DEVELOPMENT COORDINATION	<b>Training on Statistics Coordination</b>	<b>4 200 000,00</b>	<b>4 410 000,00</b>	<b>4 630 500,00</b>
	<b>Training on Statistical Quality</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Training on Marketing of Statistics</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>Courses on leadership</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>

Programme	Programme Items	(US\$)		
		2016	2017	2018
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>INFORMATION TECHNOLOGY</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<b>Training on Data collection tools</b>	<b>1 400 000,00</b>	<b>1 470 000,00</b>	<b>1 543 500,00</b>
	<i>Air tickets for the 25 trainers</i>	100 000,00	105 000,00	110 250,00
	<i>Allowance for the 25 trainers</i>	800 000,00	840 000,00	882 000,00
	<i>Trainers fees</i>	500 000,00	525 000,00	551 250,00
	<b>LIBRARY AND LANGUAGE CENTRE</b>	<b>300 000,00</b>	<b>315 000,00</b>	<b>330 750,00</b>
	<b>Library</b>	100 000,00	105 000,00	110 250,00
	<b>Language Centre</b>	200 000,00	210 000,00	220 500,00
	<b>RESEARCH AND POSTGRADUATE STUDIES</b>	<b>700 000,00</b>	<b>735 000,00</b>	<b>771 750,00</b>
	<b>Research Coordination</b>	200 000,00	210 000,00	220 500,00
	<b>Postgraduate Studies Coordination</b>	500 000,00	525 000,00	551 250,00
	<b>SCIENTIFIC COMMITTEE</b>	<b>2 100 000,00</b>	<b>2 205 000,00</b>	<b>2 315 250,00</b>
	<b>National Accounts</b>	600 000,00	630 000,00	661 500,00
	<b>Economic statistics</b>	500 000,00	525 000,00	551 250,00
	<b>Population and Social Statistics</b>	700 000,00	735 000,00	771 750,00
	<b>Development Coordination</b>	300 000,00	315 000,00	330 750,00
	<b>TOTAL</b>	<b>23 200 000,00</b>	<b>34 335 000,00</b>	<b>36 051 750,00</b>

## 5 Advocacy strategy

The advocacy strategy covers two perspectives of the establishment of the Institute and the Training Centre. The first perspective concerns sustainable sources for funding the two institutions. The second perspective concerns the generally low profile of statistics in the entire African Union. This is not only the case within member states, it is also the case within RECs and indeed the AUC. The low profile of statistics will most likely negatively influence the financing aspect of the Institute and the Training Centre. For this reason the strategy addresses both perspectives concurrently.

A strategy is neither an action (business) nor operational plan; instead, it is a relatively high-level indication of what needs to be done to establish sustainable sources of funding for the two institutions. It starts with a description of the current status of the institutions, and then goes on to define the goals of the strategy, its specific objectives, the premises on which the strategy is founded, stakeholder groups involved and their roles in funding the institutions, a sustainable funding model, key activities, instruments and messages.

### 5.1 Current status of the Institute and Training Centre

Currently both the Institute and the Training Centre are at the point of being established. First, they were approved and given the go-ahead by the Assembly of Heads of State and Government. Second, they are being voluntarily hosted by the Governments of Tunisia (for the Institute) and Côte d'Ivoire (for the Training Centre) which have secured premises for them. In addition, the two governments will meet maintenance and overhead costs of the premises as well as the wages of local staff. Third, a study is under way on defining a process for the establishment of the two institutions.

However, there are factors that may delay establishment of the two institutions. The First Joint Session of the Committee of Directors-General of National Statistics Offices (CoDG) and the Statistical Commission for Africa (STATCOM-AFRICA) held in Tunis, Tunisia, during 8-12 December 2014, indicated that some DGs were not on board with the idea of either the actual establishment, location, or the decision-making processes leading to the decision to establish the two institutions. That not every stakeholder is on board has also been reflected in individual consultations. The point here is not to question the Decision of the Assembly but to acknowledge the existence of sceptics at DG level as well as at the levels of regional training schools, RECs and PAOs as a risk for which a mitigation strategy needs to be developed.

The strategy is intended to address two issues. The first is an elusive sustainable source of finance to fund the establishment of the Institute and Training Centre. It is an issue that has dogged the AUC since its establishment. And because the two institutions are part of the AUC, they also have to face the same issue. The second issue arises from insufficient consensus or the presence of some sceptics among the key stakeholders, especially the DGs of NSOs, principals or rectors of some regional statistical training schools, and some high-ranking officials in regional and Pan-African organisations. The issue concerns how to bring these sceptics on board.

It is thus necessary to understand why member states have found it so difficult to agree on alternative sources of finance for the AUC as well as why there has been some lack of support for the two institutions. While there has been no definitive research done on why member states have as yet to come up with sustainable sources of funding for the AUC, it would appear that the problem is one of transformation, which also explains the low profile of statistics in the development agendas of the majority of member states. The lack of support for the institutions is expressed in three ways. First, there are those that are totally opposed to the establishment of the two institutions, arguing for a prevention of a proliferation of institutions that can carry out similar functions. They do not see the point of establishing a Pan-African Statistical Training Centre when there are regional ones which are doing its work. Some of the regional ones are in the process of being set up. They also do not see what the Institute is going to do over and above what AU Statistics Division does. Second, there are those opposed to or are uncomfortable with the location of the Institute in Tunis, perceived to be a remote corner of Africa far from the overwhelming majority of stakeholders. Third, there are those opposed to the way the Training Centre is to be organised. They would rather organise it the same way the Pan-African University is regionally distributed. It would also appear that the problem is a lack of transformation. They appear not to appreciate the supranational overarching coordinating role of the two institutions at continental level, which none of the regional institutions and training centres can fulfil.

They also fail to appreciate the institutions' role of developing regulatory quality frameworks (e.g. the Charter) for all the countries in Africa. Therefore the strategy should take these issues into account.

## 5.2 Goals of the strategy

There are two main goals to the strategy, namely:

- to recommend sources of funding for the Institute and the Training Centre in a sustainable manner; and
- to recommend development of a strategy to address the causes that keep the profile of statistics low among stakeholders.

## 5.3 Objectives of the advocacy strategy

The **overall objective** is to recommend sources of sustainable funding for establishing the two institutions.

The **specific objective** of the strategy is to identify sources and methods for mobilising funds for the establishment of the institutions on a sustainable basis.

## 5.4 Premises for the advocacy strategy

The strategy is founded on the following premises and/or assumptions:

- That the Institute and Training Centre are coordinating instruments of the African Statistics System to the African Integration Agenda (the reason for their establishment) and are therefore an integral part of the AUC;
- That the two institutions are strategic organs of the AU and therefore specialised agencies of the AU, with their own identities;
- That they are professionally independent with mandates such that they are not politically influenced; and
- That their positioning within the organisational structure of the AUC is such that they have convening power to enable them to raise funds outside the confines of established AUC processes.

## 5.5 Target-stakeholder groups for the advocacy strategy

Targeted stakeholder groups are identified according to the impact they are likely to have on mobilising resources for the two institutions. They include:

- African Union Commission;
- Governments hosting the two institutions: the Government of Tunisia for the Institute, and the Government of Cote d'Ivoire for the Centre. In some way these governments are likely to ensure survival of the institutions at a national level;
- Member states that include production of statistics in their budgets at least annually;
- Strategic partners that have actively supported AU activities or sometimes have or may support capacity building initiatives;
- Support partners that have actively supported AU activities or sometimes have or may support capacity building initiatives;
- Funding from services rendered (in the case of the Training Centre); and
- African Diaspora.

## 5.6 Sources of funding and their potential for sustainability

Sources of funding are tied to stakeholders:

### 5.6.1 African Union Commission

Because the Institute and the Training Centre are an integral part of the AUC, their primary sources of funding have to be intrinsically linked to those of the AUC. This is more so for the Institute than for the Training Centre whose other income source will be payments from the services rendered, for example tuition fees. The budgets of the two institutions will principally come from the budget of the AUC.

However given the heavy dependence of the AUC on external partners to implement its programmes as well as to carry out its operations, the budgets of the two institutions are likely to fluctuate with that of the AUC taking into account the unsustainability of financial support from partners. Thus in order to grow or to maintain their levels of performance, the two institutions would need to supplement their allocations from the AUC with other sources. The supplementation should be done and managed within the context of the AUC. That is why one of the premises of the strategy is that the two institutions are organisationally positioned such that they can raise funds outside the confines of established AUC processes. While the AUC has a narrow and unpredictable resource base due to the defaulting of member states regarding their contributions, its variable budgetary allocation to the two institutions should be seen as sustainable, albeit insufficient, because the allocation will be there as long as the mother body stays in existence.

### 5.6.2 Governments hosting the two institutions

The Governments of Tunisia and Côte d'Ivoire offered to host the Institute and the Training Centre, respectively. They showed their commitment by making premises available for the two institutions. Tunisia has gone further to provide a budget intended to cover salaries and grants for local staff, current expenditure, and facilities and equipment to the tune of US\$950 000 for the period 2015-2017. While the Government of Côte d'Ivoire is yet to draw up a budget like Tunisia has done, it has in meetings stated that it would financially cover similar items as those of Tunisia.

The host governments therefore are sustainable sources of funding at least for survival of the institutions at national level.

### 5.6.3 Member states

In spite of their high rates of defaulting on their contributions to the AU budget, member states are the primary sustainable sources for funding the AUC. And they have been the focus of research on alternative sources of funding. What is needed from them is commitment and consensus on the modus of funding. What is puzzling is why they have not agreed on any of the alternative financing proposals besides their set quotas since 2001.

### 5.6.4 Strategic partners

Of the three strategic partners to the AUC – ACBF, AfDB, and UNECA – only two ACBF and AfDB have promised involvement in financing the Institute and the Training Centre. The ACBF said they will make contributions to the institutions. AfDB promised to lead a fundraising effort in favour of the two institutions. There was no commitment from UNECA. And anyway these sources are not sustainable.

### 5.6.5 Support partners

Support partners to the Institute and Training Centre are not a closed set; existing ones will stay on board for some time, some will leave, new ones will come on board, and so on. While they have been known to maintain the AUC up to the present, they should not be seen as a sustainable source of funding. Because of variations in the health of their resources at home and their international interests, their support of the Institute and Training Centre cannot be guaranteed. However, they may be depended upon as a source of short-term and even medium-term funding as is currently the case with the EU.

### 5.6.6 Students and clients

This source of funding pertains only to the Training Centre and may be regarded as sustainable depending on how the institution is led and managed. The Training Centre will be charging fees for tuition and other services such as consultancies. In this respect regional statistics training schools and statistics agencies from member states

(especially NSOs) that have the potential to send their graduates for advanced training and further specialisation should be seen as sustainable sources of funding for the Training Centre.

### 5.6.7 Africa's Diaspora

In 2007 the African Union pronounced Africa's Diaspora as the 6th Region of the continent because of the remittances Diaspora communities make to their home countries. In some countries remittances from the Diaspora have become the leading sources of foreign exchange. And many Diaspora communities yearn for transformation in education and governance in Africa. It is estimated that in 2010 remittances amounted to US\$40 billion. A \$1 or \$2 levy on remittances would be sufficient to run the 2 institutions on a sustainable basis. In addition, some African countries are selling bonds to the Diaspora; part of the proceeds can be used to fund statistics both at national and AUC level.

## 5.7 Sustainable funding model

It would be best to develop a funding model for the Institute and the Training Centre. In this respect the AFRISTAT capitalisation fund is a good precedent. Such a fund could be set up for a medium term ranging from ten to fifteen (or even twenty) years, regularly monitored and reviewed towards the end of its term. As is the case with the AFRISTAT fund, the capitalisation fund for the Institute and Training Centre would receive contributions from member states, national financial bodies (especially central and development banks), and support partners such as the EU and the World Bank. A portion of the capital and the income (interest) earned would be used to run the operations of the two institutions.

It would be best if member state contributions to the fund were channelled through the NSOs rather than add to their statutory contributions to the AUC. This approach would mitigate against the feeling in member states that they are making disproportionate contributions to the AUC. Member state contributions would be supplemented by deliberate efforts at fundraising for the two institutions. The Statistics Department of the AfDB offered to spearhead the fundraising exercise. Fundraising should be done periodically, at intervals that should not be bothersome to donors.

The fund should not be managed by any of the two institutions but by an agency identified by the AUC.

## 5.8 Activities for the advocacy

These are key activities that should not be overlooked in an advocacy programme subsequent to this strategy.

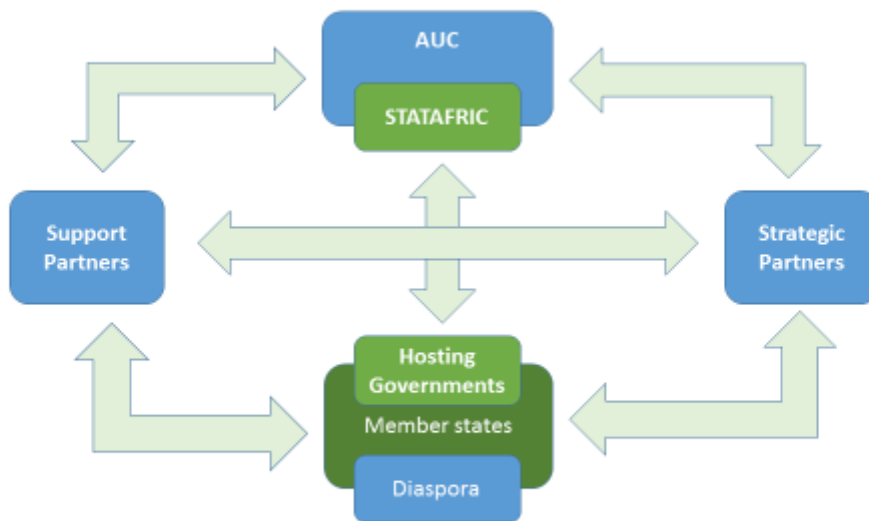
### 5.8.1 Establish and map networks

The standard activity to advocate for statistical causes to large sets of stakeholders has been that of assembly, for example holding meetings, workshops and seminars. While this activity is useful, it has had limited outcomes. Most of the time the same people make the rounds where the conveners preach to the converted. After the assembly the messages hardly filter below or above the position ranks of the attendees.

An alternative approach that might be used to supplement the assembly and other approaches is the building of a network and setting up of partnerships. The individuals selected for partnership are advocacy targets, and may be classified as primary or secondary targets. Primary targets are the policymakers or decision-makers and have the power to influence and to make a change in what is being advocated for. On the other hand, a secondary target is the individual who can be influenced and who, in turn, can influence the primary target. Such an individual should be in a position to put some pressure on the primary target to advance the cause of the advocacy. The activity here is to map the networks and set up partnerships with influential people or opinion leaders throughout the network. An illustration of a network map is provided in Figure 3. The advantage of the network lies in building a collective with power across the network. The aim is to build trust that can transform partnerships in the network into collective leadership.

A record of developments concerning and interactions with each partner should be kept in order to track and assess progress made towards achieving results from the advocacy. Such a record might include the following: partner's name and organisation, area of collaboration (e.g. funding, political influence), items on communication and timelines to ensure there is a target ahead.

Figure 3: Illustrative advocacy network map for the Institute



#### 5.8.2 Organise periodic fund raising events

Organise fund raising events on a periodic basis to top up the Institute and Training Centre’s capitalisation fund

#### 5.8.3 Compile an advocacy programme

Put together an advocacy programme and disseminate it widely among all stakeholders starting with the African Union Commission.

#### 5.8.4 Keep the majority constituency informed

Keep the Directors-General of NSOs continuously informed of developments, especially the financial status of the two institutions. Link these to the work of the institutions.

#### 5.8.5 Present to the Pan-African Parliament

Request for a slot in the agenda of the Pan-African Parliament to make a presentation whenever the Parliament is in session.

#### 5.8.6 Take advantage of missions to and meetings of stakeholders

Make use of meetings of and missions to member states and RECs to advocate for their statutory contributions to the AUC and to the two institutions.

#### 5.8.7 Make use of the African Statistics Day

Reserve a booth or put in an appearance at African Statistics Day and make a presentation on the two institutions.

### 5.9 Advocacy instruments

Advocacy instruments convey messages to stakeholders and thus to fund the two institutions. They are channels that convey messages to stakeholders. Examples include the media, internet, press releases, newspaper columns, newsletters, circulars, pamphlets, brochures, posters, films, panel discussions, lobbying meetings, conferences, workshops, interviews, letters to decision-makers, letters to newspaper editors, etc. The most effective instruments are the media, the internet, newsletters and circulars.



### 5.9.1 Media

Media are a means of communication, a channel, to convey messages to different types of audiences. They reach and/or influence people widely. They are therefore a very important channel through which to reach sources of funding for the two institutions as well as to reach stakeholders positioned to raise the profile of statistics in member states.

### 5.9.2 Internet

A most useful aspect of the internet is the website. Most statistics organisations have or should have a website as a dissemination and communication tool. It is important that it is user-friendly by being easily navigable and by containing items expected of a statistical tool, namely: raw data and basic statistics; metadata; analysed data; and other information (e.g. statistical plans and legislation). Emails are a recognised legal means in many countries; they offer a means of discussing issues and lobbying. Social media (Facebook, Twitter) can be used to quickly generate a movement to promote a cause of a particular idea or innovation. Blogs can be used to analyse and promote ideas. Statistical newsletters are a tool to update stakeholders on statistical activities and developments. Circulars can be used to announce events or decisions.

## 5.10 Advocacy messages

Advocacy messages target different audiences on what needs to change. It is accordingly important to research and know the audience. Once there is a clear sense of who the target audiences are, appropriate messages for appealing to each audience to be sources of funding for the two institutions and to promote the use and raise the profile of statistics among policy-makers and decision-makers can be crafted. Each message should consist of two basic components – an appeal to what is the right thing to do and an appeal to what is in it for the audience or what will motivate them (audience's self-interest). In the case of the two institutions the right thing to do concerns the need to fund the two institutions while the appeal to the audience's self-interest concerns the advantages of using statistics to inform their policies and development programmes. All the messages should be centred on the same basic truth.

The impact of a message depends on the messenger that communicates it. It is thus important to identify the most credible messengers for different audiences. Messengers speaking from personal experience are likely to be more effective than those who do not. Generally statisticians are most at home with technical language; and many find it difficult breaking out of this comfort zone. Consequently, selection of messengers should be done with an open mind, to allow potential messengers with statistical knowledge or needs to get involved in communicating messages. Finally, whoever the messengers are, they need to be equipped with some skill to communicate the message.

The messengers selected should have access, through power or influence, to the targets that should bring the desired change. Because, in the case of the Institute and the Training Centre, the desired change is to source funding on a sustainable basis, messengers should have access to policy-makers and decision-makers (ministers, parliamentarians, etc.). For AU activities in particular a Committee of Elders is recommended to be the primary messengers. Committee members should not be employees of the AUC but would get allowances while they are carrying out their activities.

Table 8 outlines a communication approach that can be used to frame messages in the advocacy programme for sourcing funding for the Institute and Training Centre. It identifies audiences, what is needed from them (advocacy), core content for the messages, tools to convey the messages, and type of events for the delivery of the messages.

Table 8: Communication approach that can be used to frame messages in the advocacy programme

Audience	Advocacy (Change required)	Messages	Tools	Type of events
African Union Commission	Consensus of top management to support the Assembly's Decision to establish the Institute and the Training Centre	<ul style="list-style-type: none"> <li>• AUC carries the responsibility to implement the African Integration Agenda</li> <li>• Statistics is an indispensable enabling mechanism for the Agenda's implementation</li> <li>• Currently there is a limited stock of good quality statistics comparable across member states</li> <li>• Need Institute to coordinate development of statistical harmonisation through development of regulatory quality frameworks</li> <li>• Need Training Centre to lead building sorely needed statistical capacity</li> <li>• Need AUC to prioritise budgets for the two institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting requested by top management of the Department of Economic Affairs with AUC Chair</li> <li>• Communique from the AUC Chair to AUC top management</li> </ul>	Staff meetings
	Raise the profile of statistics by positioning the Institute at Commission level	<ul style="list-style-type: none"> <li>• Raise the profile of statistics by positioning the Institute at Commission level to have convening power and to carry out supranational responsibilities</li> </ul>	Item on the agendas of <ul style="list-style-type: none"> <li>• Conference of Ministers of Finance, Planning and Economic Development</li> <li>• Assembly of Heads of State and Government</li> </ul>	Meetings
Government of Tunisia	A detailed clarification of its role in hosting the Institute	<ul style="list-style-type: none"> <li>• Provide a disaggregated budget for the Institute</li> <li>• Rationalise its position on alternative sources of financing</li> </ul>	Communication from the AUC Chair to the Government of Tunisia	Meeting between the AUC Chair and representatives of the Government of Tunisia

Audience	Advocacy (Change required)	Messages	Tools	Type of events
		the AUC and its role as a host of the Institute		
Government of Côte d'Ivoire	A detailed clarification of its role in hosting the Institute	Provide a disaggregated budget for the Institute	Communication from the AUC Chair to the Government of Côte d'Ivoire	Meeting between the AUC Chair and representatives of the Government Côte d'Ivoire
Member states	To source funds for the two institutions  To raise the profile of statistics in their countries	They are the primary sustainable sources of funding the AUC  Importance of statistics in establishing the efficacy of government programmes and interventions	Statistical reports giving information on government programmes and projects	Meetings with <ul style="list-style-type: none"> <li>Minister/Secretary for Statistics</li> <li>Politicians</li> <li>Parliament</li> </ul>
Member States <ul style="list-style-type: none"> <li>Active DG allies (<i>i.e. full in support of and highly interested in establishing the institutions</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Provision of active support to the establishment of the Institute and Training Centre</li> </ul>	Participation in the advocacy programme to influence others ( <i>Action: Engagement</i> )	Pamphlet on the need for establishment of the Institute and Training Centre and their role in African statistical development	A special meeting of DGs of NSO's  Individual and/or group consultations for those that are not available for the special meeting
Member states <ul style="list-style-type: none"> <li>Passive DG allies (<i>i.e. interested and somewhat agrees to the advocacy goal</i>)</li> </ul>	Increased motivation to support the institutions	Acquire more knowledge on the roles of the two institutions in the development of statistics on the continent and therefore the need to establish them ( <i>Action: Persuasion</i> )	Pamphlet on the need for establishment of the Institute and Training Centre and their role in African statistical development	Meetings
Member States <ul style="list-style-type: none"> <li>Neutral DGs (<i>i.e. sitting on the fence with medium-to-little interest</i>)</li> </ul>	Development of interest in the establishment of the two institutions	Joining other DGs supporting the two institutions so their voice can be heard and their influence felt on the African statistics scene ( <i>Action: Convincing</i> )	Pamphlet on the need for establishment of the Institute and Training Centre and their role in African statistical development	Meetings (including personal contact)

Audience	Advocacy (Change required)	Messages	Tools	Type of events
Member states <ul style="list-style-type: none"> <li>Passive DG opponents <i>(i.e. opposed but doing nothing about it)</i></li> </ul>	No change	Monitoring strategy to check potential for getting active and deciding to join other sections which may require a review of the strategy ( <i>Action: Monitor</i> )	None	No events
Member states <ul style="list-style-type: none"> <li>Active DG opponents <i>(i.e. powerful and against the institutions)</i></li> </ul>	No change	Monitoring strategy to continuously keep interested sections motivated ( <i>Action: Neutralise – avoid unethical behaviour and spend less energy</i> )	None	No events
Member states <ul style="list-style-type: none"> <li>Ministers</li> </ul>	<ul style="list-style-type: none"> <li>Raise profile of statistics</li> <li>Make regular contributions to fund the Institute and Training Centre</li> </ul>	Importance of statistics in establishing the efficacy of government programmes, interventions, and good governance	Statistical reports giving information on government programmes and projects	<ul style="list-style-type: none"> <li>Meetings with individual Ministers (Statistics, Finance, Planning, Economic Development, Foreign Affairs)</li> <li>Cabinet meetings</li> </ul>
Member states <ul style="list-style-type: none"> <li>Parliamentarians</li> </ul>	<ul style="list-style-type: none"> <li>Raise the profile of statistics</li> <li>Approve appropriate funding for the Institute and Training Centre</li> </ul>	Importance of statistics in establishing the efficacy of government programmes, interventions, and good governance	Statistical reports giving information on government programmes and projects	<ul style="list-style-type: none"> <li>Parliamentary Sessions</li> <li>Parliamentary Committee responsible for statistics</li> </ul>
Strategic Partners	Supporting fundraising drive	They have been entrusted to support establishment of the two institutions by the Assembly of Heads of State and Government	Technical document on the institutions (roadmaps, institutional arrangements, budgets, etc.)	Meetings
<ul style="list-style-type: none"> <li>ACBF</li> </ul>	Commit to an annual financial contribution to the Training Centre	Very important projects in the development of statistics in Africa and is worthy of continuous support	Technical document on the institutions (roadmaps, institutional arrangements,	Meetings

Audience	Advocacy (Change required)	Messages	Tools	Type of events
		by the Foundation	budgets, etc.)	
• AfDB	Leading the fundraising drive for the Institute and Training Centre	Fulfil the pledge by the Bank's Statistics Department to lead fundraising activities for the two institutions	Technical document on the institutions (roadmaps, institutional arrangements, budgets, etc.)	Meetings
	Rationalisation of statistical activities in the continent	Follow up on the proposition made by the Bank's Statistics Department for the statistical work by PAOs	Programmes of statistical activities undertaken by AUC, AfDB and UNECA	Meetings
• AFRISTAT	Advice on establishing, using, and managing capitalisation fund	Sharing Observatory's experience in funding its operations and programmes	Invitation for a cooperation agreement	Meetings
	Advice on statistical coordination and capacity building	Sharing Observatory's experience in statistical capacity building among its member states	Invitation for a cooperation agreement	Meetings
• UNECA	Rationalisation of statistical activities in the continent	Expression of need to rationalise statistical activities among the PAOs	Programmes of statistical activities undertaken by AUC, AfDB and UNECA	Meetings
			Invitation to participate in the rationalisation process	Meetings
Support Partners	Promote statistical development on the continent	Prioritise statistical capacity building in donor programmes by providing financial support to the two institutions	Technical document on the institutions (roadmaps, institutional arrangements, budgets, etc.)	Meetings of Support Partners
		Adoption of a synergistic holistic approach to supporting development in Africa	Funding proposal (capitalisation fund) for the two institutions	Meetings of donors
		Pool together donor resources instead of supporting isolated projects	Funding proposal (capitalisation fund) for the two institutions	Meetings of donors

Audience	Advocacy (Change required)	Messages	Tools	Type of events
Africa's Diaspora	Financial contributions to the establishment of the two institutions.	Financial support is being sought for the establishment of the two institutions, which will contribute to the outcome of improved governance in Africa	Pamphlet on the need for establishment of the Institute and Training Centre and their role in African statistical development	Media Correspondence

## 6 List of recommendations

All the recommendations are listed here for ease of reference.

### Recommendation 1:

Concerns about the location of the Institute, transparency of the decision-making process, and the likelihood of competition between new regional institutions being established should be seen as a risk to the establishment of the Institute. To mitigate the risk, an advocacy strategy will be required to galvanise support from the NSOs that feel somewhat left out.

### Recommendation 2:

The recommended advocacy strategy on mitigating the risk posed by feelings of exclusion in the decision-making process of the establishment of the Institute should also include coordination of RECs and logistics for meetings and conferences acceptable to the majority of NSOs.

### Recommendation 3:

Development of two strategies is recommended. The first strategy on engaging all stakeholders at national, regional and continental levels to mobilise resources with emphasis on domestic resources including partnerships with the private sector. The second and more feasible strategy is on establishing a Statistics Fund or even a Trust (Capitalisation) Fund to be reverted to during times of shortages.

### Recommendation 4:

AUC should organise a meeting with RECs at the beginning of 2015 to discuss their role in the Institute and harmonise the programmes. The objective would be to agree a joint AUC/RECS statistics programme.

### Recommendation 5:

AfDB, AUC and UNECA should get together to set up a system of collaboration that rationalises their mandates.

**Recommendation 6:**

Notwithstanding the Decisions of the Assembly of Heads of State and Government to establish the African Union Institute for Statistics and the Pan-African Statistical Training Centre, appreciation of the indispensable role of statistics, especially its practical implications, in advancing the cause of the African Integration Agenda requires enhancement within the top management of the AUC. It is accordingly recommended that an advocacy strategy is developed and implemented to obtain commitment from top management in the AUC with a view to raising the profile of statistics in the African Statistics System in a practical sense.

**Recommendation 7:**

Concerns about the transparency of the decision-making process, and the likelihood of competition by the regional training centres with the new Training Centre should be seen as a risk to its establishment. To mitigate the risk an advocacy strategy will be required to galvanise support from the NSOs that feel somewhat left out.

**Recommendation 8:**

It is recommended that establishment of the two institutions is implemented in phases in step with availability of funds.

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