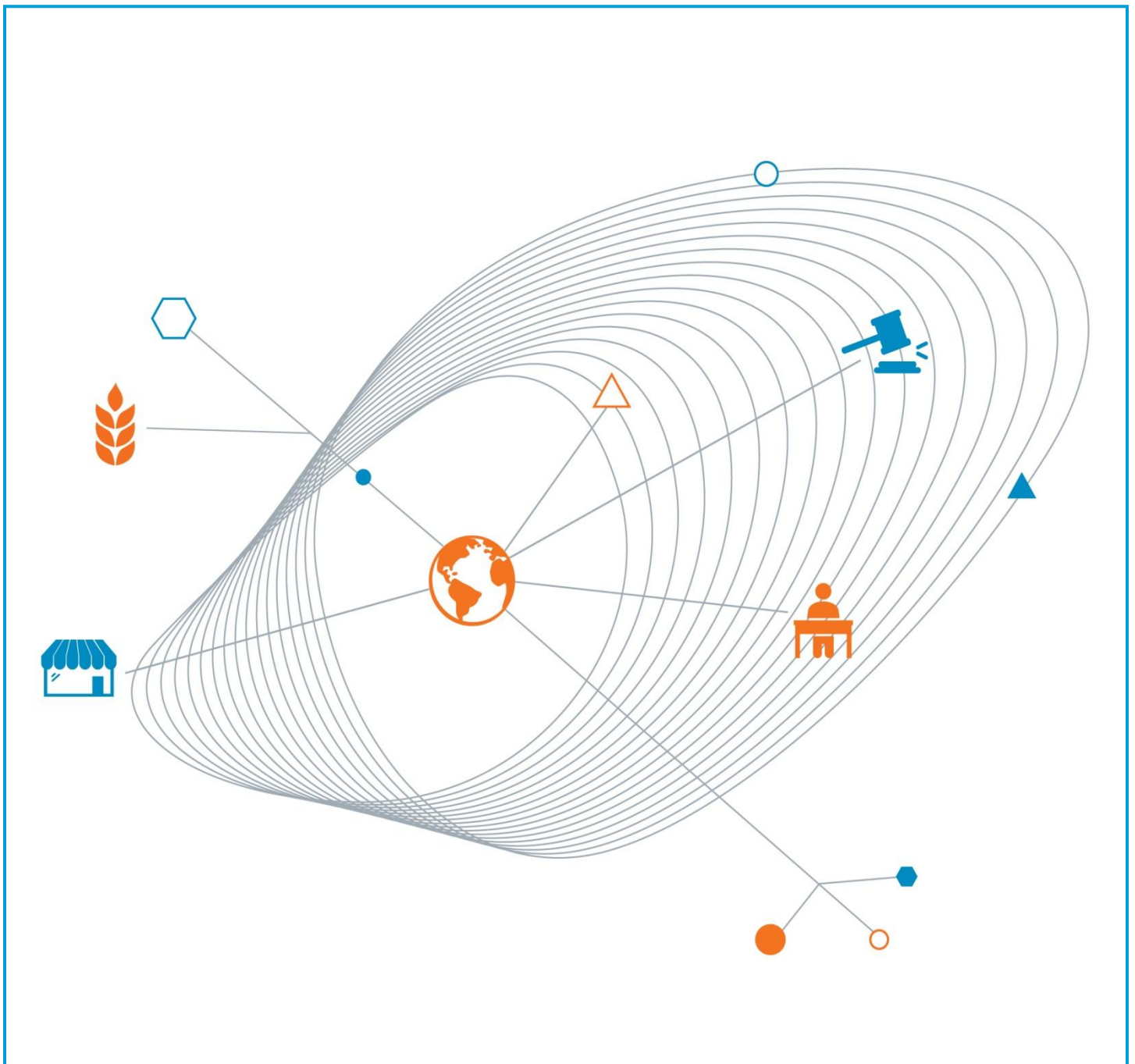




Report

Development of the African Statistical Annual Programme for the African Statistics System and statistics capacity building programme based on SHaSA and Charter on Statistics

March 2015





Report v2.1

Commissioned by: Department for International Development (DFID)
Consultancy to assist in the establishment of the African Union
Institute for Statistics and the Pan-African Statistical Training Centre

Prepared by: John Kahimbaara

PO 40085911

March 2014

Coffey International Development Ltd

The Malthouse 1 Northfield Road Reading Berkshire RG1 8AH United Kingdom

T (+44) (0) 1189 566 066 F (+44) (0) 1189 576 066 www.coffey.com

Registered Office: 1 Northfield Road Reading Berkshire RG1 8AH United Kingdom

Registered in England No. 3799145 Vat Number: GB 724 5309 45

This document has been approved for submission by Coffey's Project Director, based on a review of satisfactory adherence to our policies on:

- Quality management
- HSSE and risk management
- Financial management and Value for Money (VfM)
- Personnel recruitment and management
- Performance Management and Monitoring and Evaluation (M&E)

Jeremy Swainson, Principal

Contents

1	Introduction	1
2	Background	1
3	African Statistical Annual Programme	1
4	Statistical Capacity Building Programme based on SHaSA	2
5	A Review of the African Annual Statistical Programme and the Capacity Building Programme based on SHaSA and the Charter	9
6	Improvements to the Annual Programme and the Capacity Building Programmes Based on SHaSA and the Charter	13
7	Recommendations	41
8	References	42
	Annex 1	44
	Annex 2	62
	Annex 3	70
	Annex 4	87

Abbreviations and Acronyms

AACB	Association of African Central Banks
ACBF	African Capacity Building Foundation
ACS	African Charter on Statistics
AEC	African Economic Community
AfDB	African Development Bank
AFRITAC	African Regional Technical Assistance Center
AFRISTAT	Economic and Statistical Observatory of Sub-Saharan Africa
AfSI	Independent African Statistical Institute
AGNA	African Group on National Accounts
AGROST	African Group on Statistical Training and Human Resources
AGSHa	African Group on Statistical Harmonisation
AIA	African Integration Agenda
AMU	Arab Maghreb Union
ASCC	African Statistical Coordination Committee
ASTC	African Statistics Training Centre
AU	African Union
AUC	African Union Commission
CEN-SAD	Community of Sahelo-Saharan States
CRVS	Civil Registration and vital Statistics
DG	Director-General
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ENSEA	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée
FAO	United Nations Food and Agriculture Organization
HH	Household
IGAD	Inter-Governmental Agency on Development
ISlbaló	A statistical capacity building programme developed as a legacy of the International Statistical Institute conference held in Durban, South Africa, in 2009. "ISI" stands for the International Statistical Institute while "baló" is a Zulu word for "counting"

ISM	International Standards and Methods
ISS	Informal Sector Survey
MDA	(Government) ministries, departments and agencies
MIS	Management Information System
MOU	Memorandum of Understanding
MS	Member State
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Offices
PAO	Pan-African Organisation
PASTC	Pan-African Statistical Training Centre
PEC	Periodic Economic Census
PES	Periodic Economic Survey
PHC	Population and Housing Census
RAS	Regular Agricultural Census
REC	Regional Economic Community
SAR	System of administrative records
SDMX	Statistical Data and Metadata Exchange
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SLA	Service Level Agreement
START	Statistics for Transparency, Accountability, Results and Transformation
STATAFRIC	African Union Institute for Statistics
STATS SA	Statistics South Africa
STC	Specialized Technical Committee
STG	Specialised Technical Group
STG-CB	Specialised Technical Group for Statistical Training
STG-Env	Specialised Technical Group for Agriculture, Environment & Natural Resources
STG-ES	Specialised Technical Group for External Sector (External Trade & Balance of Payments)
STG-GPS	Specialised Technical Group for Governance Peace & Security
STG-II&T	Specialised Technical Group for Infrastructure, Industries & Tourism
STG-MF	Specialised Technical Group for Money & Finance

ABBREVIATIONS AND ACRONYMS / REPORT

STG-NA&P	Specialised Technical Group for National Accounts & Price Statistics
STG-PFPS&I	Specialised Technical Group for Public Finance, Private Sector & Investments
STG-So	Specialised Technical Group for Demography, Migrations, Health, Human Development, Social Protection & Gender
STG-STE	Specialised Technical Group for Science, Technology & Education
UNECA	United Nations Economic Commission for Africa
YAS	Young African Statisticians

1. Introduction

This report is intended to review and improve upon the development of the African Statistical Annual Programme for the African Statistics System and the Statistics Capacity Building Programme based on both the Strategy for the Harmonisation of Statistics in Africa and the African Charter on Statistics. The African Statistical Annual Programme for the African Statistics System is given in the Five-year Action Plan in Book 2 of Statistics for Transparency, Accountability, Results and Transformation (START) document by the Statistics Division.

2. Background

The African Union Commission published the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and the African Charter on Statistics (ACS) as key coordination frameworks of the African Integration Agenda (AIA) whose ultimate outcome is the African Economic Community (AEC). In essence SHaSA is an organising framework within which to meet the statistical requirements of the AIA which is comprised of three dimensions, namely: political integration and regional and continental governance; economic integration; and social and cultural integration. The pillars of the framework have been constructed as four strategic themes - production of quality statistics for Africa, coordination of the production of quality statistics for Africa, building of sustainable institutional capacity of the African Statistics System; and promotion of a culture of quality policy-making and decision-making.

3. African Statistical Annual Programme

After publication of SHaSA the African Union (AU) Statistics Division developed the 2011-2015 Action Plan to implement the framework (Annexures 1-4). The Action Plan was structured around the 4 strategic themes and 11 strategic objectives as given on pages 39-42 of the framework document and elaborated upon in the strategic matrix on pages 44-53 of the same document¹.

Implementation of the plan was organised according to 14 statistical areas. For implementation each statistical area was allocated to a Specialised Technical Group (STG) that was to be coordinated by a lead organisation. Membership for STGs varied between 20 and 25 each. Members, selected on a voluntary basis, were specialists and practitioners of statistics drawn from member states, Regional Economic Communities (RECs), and representatives of specialised, regional and international agencies. Each STG was also attached to a leading country. The STGs that were established together with leading organisations, leading countries and members are shown in Table 1 below.

Table 1: Statistical Technical Groups, leading organisations, leading countries and STG memberships

No.	Specialised Technical Group	Leader	Leading Country	Composition (Other members)
1	STG-GPS: Governance, Peace & Security	AUC	Kenya	ECA, AfDB, ACBF, RECs, Member States (MS)
2	STG-ES: External Sector (External Trade & Balance of Payments)	AUC	Rwanda	ECA, AfDB, ACBF, RECs, AFRISTAT, AFRITAC, MS
3	STG-MF: Money & Finance	AACB		AUC, ECA, AfDB, ACBF, RECs, AFRITAC, MS
4	STG-NA&P (AGNA): National Accounts	ECA	South Africa	AUC, AfDB, ACBF, RECs,

¹ See African Union Commission, African Development Bank and United Nations Economic Commission for Africa, 2010 in the references section

No.	Specialised Technical Group	Leader	Leading Country	Composition (Other members)
	& Price Statistics			AFRISTAT, MS
5	STG-II&T: Infrastructure, Industries & Tourism	AfDB	Algeria	AUC, ECA, ACBF, RECs, MS
6	STG-PFPS&I: Public Finance, Private Sector & Investments	AfDB		AUC, ECA, ACBF, RECs, AFRISTAT, AFRITAC, MS
7	STG-STE: Science, Technology & Education	AUC	Nigeria	AUC, ECA, ACBF, RECs, MS
8	STG-So: Demography, Migrations, Health, Human Development, Social Protection & Gender	ECA	Ghana	AUC, AfDB, ACBF, RECs, AFRISTAT, MS
9	STG-Env: Agriculture, Environment & Natural Resources	AfDB	Mozambique	AUC, ECA, ACBF, RECs, FAO, MS
10	STG-CB (AGROST): Statistical Training	ECA	ENSEA	AUC, EAC, RECs, MS
11	STG – Labour Market & Informal Sector	AFRISTAT	Cameroon	AUC, AfDB, ECA, RECs, MS
12	STG – Classification	ECA		AUC, AfDB, AFRISTAT, RECs, MS
13	STG - Civil Registration and Vital Statistics	ECA	Senegal	AUC, AfDB, AFRISTAT, RECs, MS
14	AGSHa – African Group on Statistical Harmonisation (overall coordination and integration)	AUC	South Africa	AUC, AfDB, ECA, RECs, MS

Source: African Union, 2012, Statistics for Transparency, Accountability, Results and Transformation (START): START for a better Africa in a better world, AU Statistics Division, Addis Ababa, Ethiopia

4. Statistical Capacity Building Programme based on SHaSA

The 2011-2015 Action Plan incorporated the statistical capacity building programme based on SHaSA. The statistical capacity building programme based on SHaSA is the subject of Strategic Theme 3 (To build sustainable institutional capacity of the African Statistical System) and Strategic Objective 3.2 (To build sustainable statistical capacity). Strategic Objective 3 covers strengthening the United Nations' African Group on Statistical Training (AGROST), establishment or strengthening of in-service training centres at National Statistical Offices (NSOs), strengthening statistical schools and training centres, participation in the international training programmes, ensuring of exposure of "Young African Statisticians" (YAS) in line with the ISibalo capacity building programme, and establishment of an African Statistics Training Centre. Table 2 below is an extract from the 2011-2015 Action Plan of the capacity building programme based on SHaSA.

Table 2: Statistical capacity building programme based on SHaSA in Action Plan 2011-2015

STRATEGIC THEME 3: To build sustainable institutional capacity of the African Statistical System

Strategic Objective 3.2: To build sustainable statistical capacity

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
Specific Objective: 3.2.1 Strengthen African Group on Statistical Training (AGROST)				
- Training standards - Standardised curricula	3.2.1.1 Create awareness about AGROST	AGROST action plan implemented	2011-2015	Member states
	3.2.1.2 Implement AGROST action plan	National training policies and programmes developed	2011-2015	
	3.2.1.3 Develop national training policies and programmes in the context of AGROST and NSDS	National training policies and programmes developed	2011-2015	
	3.2.1.4 Implement AGROST action plan	AGROST action plan implemented	2011-2015	STCs
	3.2.1.5 Participate in the development of harmonized training programmes	Participated in the development of harmonized training programmes	2011-2015	
	3.2.1.6 Implement national training programmes	National training programmes implemented	2011-2015	
	3.2.1.7 Develop harmonised training programmes	No of harmonized programmes developed	2011-2015	
	3.2.1.8 Support implementation of AGROST action plan	No of MS supported	2011-2015	RECs
	3.2.1.9 Support implementation of national training policies and programmes	No of MS supported	2011-2015	
	3.2.1.10 Develop harmonised training programmes	No of harmonized programmes developed	2011-2015	
	3.2.1.11 Support implementation of AGROST action plan	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.1.12 Support development and implementation of national training policies and programmes	No of MS supported	2011-2015	
	3.2.1.13 Support implementation of AGROST action plan	No of MS , RECs and PAOs supported	2011-2015	
	3.2.1.14 Support development and implementation of national training policies and programmes	No of MS , RECs and PAOs supported	2011-2015	Development Partners
Specific Objective: 3.2.2 Establish In-service Training Centres at NSOs or strengthen them if they already exist				
- Training centres established - Training centres strengthened	3.2.2.1 Establish statistical training programme at intermediate and low level	No of Statistical training programmes established	2011-2015	Member states
	3.2.2.2 Establish in-service training centers at the NSOs or strengthen the existing ones	In-service training centers created/strengthened	2011-2015	
	3.2.2.3 Support establishment of statistical training programme at	No of MS supported	2011-2015	RECs

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	intermediate and low level			
	3.2.2.4 Support establishment of in-service training centres at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	
	3.2.2.5 Support establishment of statistical training programme at intermediate and low level	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.2.6 Support establishment of in-service training centres at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	
	3.2.2.7 Support establishment of statistical training programme at intermediate and low level	No of MS supported	2011-2015	Development Partners
	3.2.2.8 Support establishment of in-service training centres at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	
Specific Objective: 3.2.3 Strengthen statistical schools and training centres				
Centres of excellence in all areas of statistical production	3.2.3.1 Support trainees at STCs	No of trainees supported	2011-2015	Member states
	3.2.3.2 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.3 Provide adequate resources and infrastructure	Amount of resources allocated	2011-2015	
	3.2.3.4 Create conducive environment to become a centre of excellence (relevant programmes, high profile teachers, good selection of trainees, etc.)	Conducive environment created	2011-2015	STCs
	3.2.3.5 Market the programme	Programme marketed	2011-2015	
	3.2.3.6 Implement the programme	Programme implemented	2011-2015	
	3.2.3.7 Support trainees at STCs	No of trainees supported at STCs	2011-2015	RECs
	3.2.3.8 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.9 Participate in training programmes	No. of training programmes RECs participated No of RECs representatives participated in training programmes Number of centres of excellence	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.2.3.10 Support trainees at STCs	No of trainees supported at STCs	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.3.11 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.12 Provide adequate resources and infrastructure	No of training programmes PAOs participated	2011-2015	
	3.2.3.13 Participate in training programmes	No of PAOs representatives participated in training programmes	2011-2015	
	3.2.3.14 Implement continental programmes to strengthen STCs (e.g. partnership and networking among STCs)	Continental programme implemented Number of centres of excellence	2011-2015	
	3.2.3.15 Support trainees at STCs	No of trainees supported at STCs	2011-2015	Development Partners
	3.2.3.16 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.17 Provide adequate resources and infrastructure	Amount of resources allocated	2011-2015	

Specific Objective: 3.2.4 Participate in international statistical training/ programmes

Statisticians trained	3.2.4.1 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	Member states
	3.2.4.2 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.3 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	
	3.2.4.4 Participate in the training programmes	No of trainees that participated in the training	2011-2015	
	3.2.4.5 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	RECs
	3.2.4.6 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.7 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	
	3.2.4.8 Participate in the training programmes	No of trainees that participated in the training	2011-2015	
	3.2.4.9 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.4.10 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.11 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	
	3.2.4.12 Participate in the training programmes	No of trainees that participated in the training	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.2.4.13 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	Development Partners
	3.2.4.14 Provide fellowship to trainees	No. of sponsorships to trainees	2011-2015	
	3.2.4.15 Provide sponsorship to trainees	No. of sponsorships to trainees	2011-2015	
Specific Objective: 3.2.5 Ensure exposure of “Young African Statisticians” (YAS) in line with ISibalo capacity building programme				
Annual report on mentorship and coaching programmes	3.2.5.1 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	Member states
	3.2.5.2 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISbalo programmes	2011-2015	
	3.2.5.3 Participate in the implementation ISibalo programmes	No of YAS that participate in ISibalo programmes	2011-2015	
	3.2.5.4 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	RECs
	3.2.5.5 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISbalo programmes	2011-2015	
	3.2.5.6 Participate in the implementation ISibalo programmes	No of MS supported to implement ISibalo programme	2011-2015	
	3.2.5.7 Support implementation of ISibalo programmes among MS	No of MS supported to implement ISibalo programme	2011-2015	
	3.2.5.8 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.5.9 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISibalo programmes	2011-2015	
	3.2.5.10 Support implementation of ISibalo programmes among MS	No of MS supported to implement ISibalo programme	2011-2015	
	3.2.5.11 Participate in the implementation ISibalo programmes	No of mentorship programmes created	2011-2015	
	3.2.5.12 Create mentorship programmes	No of mentorship programmes created	2011-2015	
	3.2.5.13 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	Development Partners
	3.2.5.14 Support exposure of	No of MS supported to	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	YAS in all statistical activities	implement ISlbaló programme		
	3.2.5.15 Support the implementation ISlbaló programmes	No of mentorship programmes supported	2011-2015	
	3.2.5.16 Support mentorship programmes	No of mentorship programmes supported	2011-2015	
Specific Objective: 3.2.6 Establish an African Statistics Training Centre (ASTC)				
Training Centre for Africa ²	3.2.6.1 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	Memberstates
	3.2.6.2 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	
	3.2.6.3 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	RECs
	3.2.6.4 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	
	3.2.6.5 Advocate for the establishment of ASTC	ASTC established	2011-2014	PAOs (AUC, UNECA, AfDB)
	3.2.6.6 Establish the ASTC	Number of courses offered	2011-2014	
	3.2.6.7 Use harmonized curricula developed in the framework of AGROST	Number of people trained Research output	2011-2014	
	3.2.6.8 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	Development Partners
	3.2.6.9 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	

4.1. Statistical capacity building programme based on the Charter

The 2011-2015 Action Plan also incorporated the statistical capacity building programme based on the Charter. The statistical capacity building programme based on the Charter is the subject of Strategic Theme 2 (To coordinate the production of quality statistics in Africa). Strategic Objective 2 (To establish an effective coordination mechanism) of Strategic Theme 2 covers implementation of the Charter (Table 3). As indicated later on, this plan was altered midstream to incorporate findings of a self-assessment survey (see section 4.3 and Table 4).

²In addition to the statistical training in statistics, training will also be given in such vital areas as leadership and management, communication language, retooling and refresher programmes.

Table 3: Statistical capacity building programme based on the Charter in Action Plan 2011-2015

STRATEGIC THEME 2: To coordinate the production of quality statistics for Africa

Strategic Objective 2.1. To strengthen cooperation among Institutions within the African Statistical System

Specific Objective 2.2.2 Implement African Charter on Statistics (ACS)

Outputs	Activities	Key Performance Indicators	Timeframe	Responsibility
Review reports on implementation of the Charter	2.2.2.1 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	Member states
	2.2.2.2 Sign the charter	Charter signed	2011-2013	
	2.2.2.3 Ratify the charter	Charter ratified	2011-2013	
	2.2.2.4 Implement charter	Charter implemented	2011-2013	
	2.2.2.5 Create awareness among policy makers	No of meetings and events organized to raise awareness	2011-2013	RECs
	2.2.2.6 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.7 Implement charter	Charter implemented	2011-2013	
	2.2.2.8 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	PAOs (AUC, UNECA, AfDB)
	2.2.2.9 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.10 Implement charter	Charter implemented	2011-2013	
	2.2.2.11 Monitor the signing and ratification	No of MS signed and ratified the ACS	2011-2013	
	2.2.2.12 Monitor and evaluate the implementation of ACS	Reports produced	2011-2013	
	2.2.2.13 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	Development Partners
	2.2.2.14 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.15 Implement charter	Charter implemented	2011-2013	

The methodology leading to an improved African Annual Statistical Programme and the Capacity Building Programme based on SHaSA and the Charter involves a two-stage process. The first is a review of the programmes in terms of their implementability. In particular, we look at programme implementability in terms of the available capacity and institutional arrangements made to implement activities (see Chapter 4). The second stage is a proposal to improve implementation of the programmes (see Chapter 5).

5. A Review of the African Annual Statistical Programme and the Capacity Building Programme based on SHaSA and the Charter

5.1. A review of the African Statistical Annual Programme

The review of the African Statistical Annual Programme covers capacity issues relative to the 2011-2015 Action Plan as well as the proposed 2016-2020 Action Plan; the low profile of statistics in the AU; and issues of accountability from the various entities responsible for implementing the plans. Recommendations are also made to indicate a way forward.

5.1.1 Lack of capacity to implement the program

The programme as represented in the 2011-2015 Action Plan was intended to cover the entire strategy for the harmonisation of statistics as expressed by the Strategy Matrix in the SHaSA document³. This gave rise to a plan consisting of 4 strategic themes, 11 strategic objectives, 41 specific objectives, 556 activities, and 557 performance indicators. Given the fragmented statistical environment within which it was to be implemented the plan may be said to have been monumentally large resulting in little of it being implemented. There is a miniscule capacity of 6 statisticians of whom only 3 are on permanent appointment. The other 3 are paid by partners on a yearly or 2-yearly basis; and they are expected to carry out coordination, programme and administrative work on a continental scale. For example, the 2014 operational plan for the Statistics Division lists 94 activities of which 34 (36%) were completed. There is thus a serious mismatch between available capacity and the size and complexity of the plan.

Development of statistical capacity within the AU Statistics Division is a critical factor to successful leadership and coordination of the African Statistics System and furtherance of the African Integration Agenda. Staff numbers in the Division are just too small to be effective in implementing the Action Plan, developing regulation frameworks and coordinating statistical development and production in the African Statistics System. To demonstrate basic effectiveness within the framework of the 2016-2020 proposed Action Plan, the Institute will need a minimum of at least 14 coordinators when it is established. Coordination will be required in the following areas: regulatory frameworks, statistical planning, training, statistical programmes, cooperation, data harmonisation, statistical advocacy, funding, Charter implementation, monitoring and evaluation, technical assistance, information technology, and information dissemination.

Lack of statistical capacity in the AUC gives rise to Recommendation One below.

Recommendation One:

Irrespective of the level or location of the Institute, staff numbers in the Division should be drastically increased to a level commensurate with the requirements of the 2016-2020 Action Plan; and that a capacity building programme should be put in place for staff development for the Division.

5.1.2 Low profile of statistics in the AU

The low profile of statistics in the AUC is a repetition of similar situations in member states and regional economic communities. The status of statistics in Africa is succinctly summarised in the SHaSA document at institutional and organisational levels⁴. At institutional level the low profile is characterised by

- Low appreciation of the value and importance of statistics across society;
- Low appreciation of the value and importance of statistics across society;

³ See pp 44-53 of African Union Commission, African Development Bank and United Nations Economic Commission for Africa, 2010 in the references section.

⁴ African Development Bank, United Nations Economic Commission for Africa and African Union Commission, 2010, Strategy for the Harmonisation of Statistics in Africa, Tunis, Tunisia and Addis Ababa, Ethiopia, pp 3-4.

- Low level of political support for statistics;
- Low priority and inadequate funding for statistics;
- Inadequate institutional capacity (values and norms, bureaucracy, performance management and accountability, etc.);
- Inadequate coordination, collaboration, networking and information sharing; and
- Insufficient use of data for policy- and decision-making” (pp 4-5).

At organisational level the profile is characterised by

- “Inability to adequately assess and meet data user needs;
- Inadequate resources (human and financial);
- Poor knowledge management;
- Data quality problems;
- Unsatisfactory data management;
- Inadequate data analysis and reporting; and
- Poor information dissemination and access” (p 5).

The low profile of statistics in member states, regional economic communities and especially at the AUC gives rise to Recommendation Two below.

Recommendation Two:

Because of the low profile of statistics in the development agendas of member states, RECs and the AUC, it is recommended that a programme to advocate for raising the profile of statistics among the said entities on a continuous basis be put in place to be undertaken by a selectively constituted group of Elders for Statistics with the objective to drive and oversee the signing and ratification of the Charter and the promotion of the production and use of statistics in member states in the said entities.

5.1.3 Lack of accountability

The plan does not indicate a clear sense of accountability because of the lack of formally defined institutional arrangements and method of work between the Statistics Division and agencies identified for its implementation. Lack of accountability is a major constraint to implementation because it deprives the Statistics Division of a measure of control (such as regulation) of coordination processes.

Plan implementation is unlikely to be successful unless there is accountability together with some form of sanction when responsibilities are not carried out. The STGs are constituted on a voluntary basis. In reality they are more accountable to the member states from which they are sourced than they are to the lead organisation. Moreover, the extent of accountability of the lead organisation to the Statistics Division is clearly uncertain. Furthermore, the capability of member states to champion STGs appears to be as delayed as their ratification of the Charter has been delayed. The reporting to the African Group on Statistical Harmonisation (AGSHa) is no guarantee of accountability. In addition, there is no “control” by the Statistics Division over AGSHa.

The lead organisations that fulfilled their performance obligations (excluding meetings) would have produced the results anyway because the activities were included in their own unique mandates. These include AUC, UNECA, AGNA, and AFRISTAT. This accountability issue needs to be viewed in the context of the institutional arrangements and structure of the Institute. The Institute would need some form of authority to expect compliance and have sufficient capacity to coordinate the compliance. At the moment the Statistics Division is too small to effect meaningful coordination at a continental level. This has fundamental implications on the positioning of the Institute in the AUC organisational structure, and indeed on the effectiveness of the AUC because without comparable statistics programme implementation, intervention and monitoring and evaluation will be difficult to achieve.

Improvement on accountability could be achieved through a combination of three actions. The first is a formal casting of institutional arrangements. Institutional arrangements are about the Institute formally defining relationships with entities with which it has to collaborate on certain deliverables. This applies particularly to the strategic partners (AfDB and UNECA). Gentlemen’s agreements are not sufficient. Instruments such as

memoranda of understanding and service level agreements could be used to formalise institutional relationships. The action is an unambiguous determination of the method of work which in essence is an expression of institutional arrangements. Method of work is about what is to be done and how it should be done. For example, the Institute might identify technical support on development of an advocacy strategy to implement the Charter as an institutional arrangement with AfDB. The method of work would be a service level agreement between the Institute and the AfDB. A third action is needed to enhance accountability between the Institute and AfDB. Because the AfDB has its own unique mandate, there is no guarantee that it will prioritise the service level agreement between itself and the Institute especially where resources are stretched. The third action necessitates authorities over the bank and the Institute to grant legitimacy to the institutional arrangement between the two entities. The board responsible for oversight of the bank's activities and the Assembly of Heads of State and Government would be the authorities to legitimise the service level agreement between the bank and the Institute.

The need to enhance accountability from the entities collaborating with the Institute on specified deliverables gives rise to Recommendation Three.

Recommendation Three:

It is established that a key weakness in the implementation process of the 2011-2015 Action Plan is lack of accountability from various entities responsible for implementing the plan. Reliance on the same entities is very likely to continue with the recruitment of new staff for the Institute. It is thus recommended that in order to increase the level of accountability from implementation entities, the AUC should make formal institutional arrangements with the requisite entities; and that, through the intervention by the Assembly of Heads of State and Government, their roles in the African Statistics System are formally made part of their statutory mandates

5.2. A review of the capacity building programme based on SHaSA

The same general constraints that face the African Statistical Annual Programme equally apply to the capacity building programme based on SHaSA because the two belong to the same action plan. Table 4 shows the specific key challenges constraining implementation of the capacity building section of the plan based on SHaSA by specific objective and output. Apart from the ISibalo Capacity Building Programme⁵ and participation in international training programmes, the rest of the capacity-building objectives have as yet to take off the ground.

Table 4: Specific objectives, outputs and key challenges facing the development of the capacity building programme based on SHaSA

Specific objectives	Outputs	Key Challenges
Strengthen the African Group on Statistical Training (AGROST)	Training standards	Limited awareness by member states
	Standardised curricula	Lack of harmonised training programmes and admission requirements
		Limited resources
Establish in-service training centres at NSOs or strengthen them if they already exist	Training Centres established	Lack of awareness by member states
		Limited resources
	Training centres strengthened	Limited resources
Strengthen statistical schools and	Centres of excellence in all areas of statistical	Limited resources (infrastructure,

⁵ ISibalo Capacity Building Programme is a legacy programme of the ISI Conference held in Durban, South Africa, in 2009. It is a brain child of Statistics South Africa. It was designed to facilitate the participation of Africa's statistical community in debates over key issues on measurement, monitoring, and evaluation. It has five focus areas - statistical research and capacity development; training and support for young statisticians; mathematics, statistics and the girl-child; the statistical education program; and African women in statistics. See Statistics South Africa, 2008 in reference section.

Specific objectives	Outputs	Key Challenges
training centres	production	scholarships, ...)
Participate in international statistical training/programmes	Statisticians trained	Limited awareness of programmes
		Limited resources for fellowships and scholarships
Ensure exposure of “Young African Statisticians” (YAS) in line with ISlballo capacity building programme	Annual report on mentorship and coaching programmes	Limited awareness of different opportunities for capacity building (including ISlballo)
Establish an African Statistics Training Centre (ASTC)	Training Centre for Africa	Limited resources
		Content for the training
		Language of communication

5.3. A review of the capacity building programme based on the Charter on Statistics

As is the case with the capacity building programme based on SHaSA, the capacity building programme based on the Charter shares the general constraints that face the African Statistical Annual Programme. Implementation of the Charter has varied from Principle to Principle, and within each principle from Sub-principle to Sub-principle. In addition, the Charter has not been signed and ratified as expected. As a result, actual implementation of the Charter is likely to take a long while. Table 5 shows the specific key challenges constraining implementation of the capacity building section of the plan based on the Charter by specific objective, activity (corrective action), responsibility, timeframe and responsibility.

Because of the slow progress made by member states in signing and ratifying the Charter, it was deemed urgent a year after its adoption by the Assembly of Heads of State and Government in 2009 to develop a relatively elaborate strategy to effectively advocate for the signing and ratification. The strategy led to the development of an action plan for implementing the Charter. This action plan appears to have been substituted for the relevant section in the current 2011-2015 Action Plan for the African Statistical Annual Programme.

Table 5: Revised 2012 Action Plan for capacity building based on the Charter including specific objectives, corrective activities, responsibilities, timeframes and key challenges

Specific objectives	Activity (corrective action)	Responsibility	Timeframe	Key challenges
Sign and ratify the African Charter on Statistics	Take necessary steps to sign and ratify the Charter	Countries	By March 2012	Statistics not yet perceived as a priority in national development agendas
	Promote, advocate and follow-up signing and ratification of Charter	Regional Committees (RECs)		Implementation of the Charter is an “add-on” activity rather than a mandated one
	Advocate and follow-up signing and ratification of Charter	Pan-African Organisations (PAOs)		PAOs prioritise their own mandates above implementing the Charter

Specific objectives	Activity (corrective action)	Responsibility	Timeframe	Key challenges
Adopt standards and guidelines of the Charter	Adopt standards and guidelines	Directors-General/Heads of National Statistics Offices	By January 2012	Lack of capacity in NSOs
	Align regional statistics strategy to implement Charter	RECs		The Charter is not part of the mandates of RECs, and some RECs lack statistical capacity
	Promote and follow-up adoption of standards and guidelines of Charter	PAOs		Limited reception by member states (NSOs)
Develop a management framework for the implementation of the Charter	Finalise self-assessment questionnaire and training manual	PAOs	By March 2012	Feasible
	Develop an action plan for implementation consisting of the following: <ul style="list-style-type: none"> Develop an advocacy and awareness programme Conduct environmental assessment to define the current situation and the gap that exists to meet the Principles of the Charter Conduct study to identify best practice for benchmarking Develop a training plan 	PAOs		Limited capacity
	<ul style="list-style-type: none"> Develop a monitoring and evaluation framework Develop peer review mechanism (assessment by pairs peers) Develop best practice benchmarking tool 	PAOs		Limited capacity
	Advocate the adoption of the management framework	PAOs, RECs		Limited capacity for coordination
	Incorporate management framework into regional strategy	RECs		Limited capacity; some RECs lack statistics units
	Adopt management framework and commit to implement the Charter	Countries		Limited capacity
	Implement the	Train statistical leadership	AUC	

Specific objectives	Activity (corrective action)	Responsibility	Timeframe	Key challenges
Charter	Facilitate technical support and mobilize funding	PAOs		Feasible
	Facilitate technical support and mobilize funding	RECs		Feasible
	Conduct self-assessment (identify strengths, weaknesses, opportunities and threats within the national statistical system) and identify areas of improvement	Countries		Limited capacity Limited commitment
	Incorporate Principles of the Charter into Statistics Law and NSDS	Countries		Statistics not yet perceived as a priority in national development agendas Need time
	Create awareness for implementation of the Charter	Countries		Limited capacity
	Submit annual report on implementation of Charter	Countries		Feasible
Monitor, report and evaluate the Implementation of the Charter	Conduct independent assessments (peer review)	AUC		Feasible
	Submit annual report on implementation of Charter	Countries		Feasible
	Compile Yearly report	PAOs		Feasible
	Consider Yearly report	African Group on Statistical Harmonisation		Feasible
	Approve Yearly Report	Committee of DGs		Feasible
	Yearly Report submitted to Ministers Committee for consideration			Feasible

6. Improvements to the Annual Programme and the Capacity Building Programmes Based on SHaSA and the Charter

In this section we present a proposed 2016-2020 Action Plan for the Institute. Derived from the 2011-2015 Action Plan, it covers the salient areas of the Strategic Matrix provided in SHaSA. We also outline improvements made to the 2011-2015 Action Plan. The proposed plan includes improvements to the capacity building programmes based on SHaSA and the Charter.

6.1. Proposed 2016-2020 Action Plan for the Institute

Table 6 below is the 2016-2020 Action Plan for the Institute. The plan constitutes an item in the roadmap. It provides by strategic theme, strategic objectives and specific objectives details on the expected outcomes, outputs, activities, key performance indicators, timeframes and responsibilities.

Table 6: The proposed 2016-2020 Action Plan for the AU Institute for Statistics

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
1: To produce quality statistics for Africa	A set of regulatory instruments for the African Statistical System	1.1: To harmonise standards and methods of statistical production	1.1.1: Adapt International Standards and Methods (ISMs) to African realities and/or develop peer-agreed standards and methods	Manuals on common (shared) standards and methods	1.1.1.1: Adapt and/or develop generic quality management and assurance frameworks for MS statistical institutions within the framework of the African charter on Statistics	Number of statistical domains for which ISMs are adapted and/or developed	2016	Lead: STATAFRIC Strategic Support ⁶ : Eurostat Statistics South Africa
					1.1.1.2: Develop an advocacy programme - training courses, workshops, brochures, newsletters, etc. - to create awareness about ISMs	Number of ISMs included in the advocacy programme	2016	Lead: STATAFRIC Strategic Partner ⁷ : AfDB and UNECA
				Training instruments	1.1.1.3: Train trainers from STCs on ISMs	Number of STCs and trained trainers on ISMs	2017	Lead: STATAFRIC Strategic

⁶ **Strategic support** refers to support given to the Institute through provision of funds and/or technical assistance to its operations on a short term-to-medium term basis. For example EUROSTAT has offered to provide financial support to the Institute from 2015 to 2020 as well as to work with the institute on the establishment of some of its programmes.

⁷ **Strategic partners** are organisations or institutions forming mutually beneficial non-legal formal partnerships or alliances to achieve a particular aim in the long-term. Partnerships may be formalised through such instruments as memoranda of understanding or service level agreements. In the case of the Institute strategic partners were identified by the Assembly of Heads of State and Government as AfDB and UNECA. The aim of the partnership is to promote the development and use of statistics to further the African Integration Agenda.

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					and/or peer-agreed standards and methods	and peer-agreed standards and methods		Partners AfDB and UNECA
					1.1.1.4: Train trainers from RECs on ISMs and/or peer-agreed standards and methods	Number of RECs and trained trainers on ISMs and peer-agreed standards and methods	2017	Lead: STATAFRIC Strategic Partners AfDB and UNECA
					1.1.1.5: Mainstream ISMs and/or peer-agreed standards and methods in the curricular of STCs	Number of MS that are mainstreamed ISMs into their curricular of STCs	2017	Lead: STATAFRIC Strategic Partners: AfDB and UNECA
		1.2: To define statistical priorities on which to apply ISMs and/or peer-agreed standards and methods and to implement the integration agenda	1.2.1: Identify statistical priorities by sector	Compendium of statistical priorities by sector, MS, REC, and STATAFRIC	1.2.1.1: Support MS to identify statistical priorities	Number of MS supported in identifying statistical priorities	2016	Lead: STATAFRIC Implementation: MS Strategic Partners AfDB, UNECA Support Partners:
					1.2.1.2: Support MS and RECs to produce compendium of statistical priorities	Compendium of statistical priorities produced at MS and REC levels	2016	Lead: STATAFRIC Implementation: MS Strategic Partners AfDB, UNECA

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
								Support Partners:
					1.2.1.3: Support RECs to produce compendium of statistical priorities	Compendium of statistical activities produced at REC level	2016	Lead: STATAFRIC Implementation: MS Strategic Partners AfDB, UNECA Support Partners:
					1.2.1.4: Support MS to mainstream statistical priorities into the NSDS or statistical plan	Number of NSDSs or statistical plans with priorities incorporated	2016-2018	Lead: STATAFRIC Implementation: MS, RECs Support: AfDB, UNECA
					1.2.1.5: Compile a compendium of African statistical priorities	Compendium of African statistical priorities	2017	Lead: STATAFRIC Implementation: STATAFRIC Strategic Partners: AfDB, UNECA
		1.3: Implement adopted common standards and methods	1.3.1: Support MS statistics agencies to adapt quality regulation frameworks	Localised quality regulation frameworks	1.3.1.1: On a pilot basis adapt ISMs to national specificities and/or implement peer-agreed standards and	Pilot MS quality assessment, assurance and management frameworks	2016-2017	Lead: STATAFRIC Strategic Support: Eurostat, Eurostat

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					methods using MS and REC priorities			Strategic Partners: AfDB, UNECA
			1.3.2: Rollout support to MS statistics agencies to adapt quality regulation frameworks	Localised quality regulation frameworks	1.3.2.1: Provide technical support to MS statistics agencies with adapting regulatory frameworks	MS quality management and assurance frameworks	2017-2020	Lead: STATAFRIC Strategic Support: Eurostat Strategic Partners: AfDB, UNECA
2: To coordinate the production of quality statistics for Africa	Greater synergies among the Institutions of the African Statistics System	2.1: To strengthen cooperation among institutions within the African Statistics System	2.1.1: Strengthen the ASCC (African Statistical Coordination Committee)	Statement of agreement on a common agenda on statistical activities among Pan-African institutions	2.1.1.1: Coordinate rationalisation of statistical work programmes of Pan-African institutions, aligning their work with that of the Institute	A common agenda on statistical activities among Pan-African institutions	2017-2020	Lead: STATAFRIC Implementation: STATAFRIC, AfDB, UNECA
				Cooperation agreement on shared or collaborative activities among Pan-African Institutions	2.1.1.2: Develop a cooperation agreement on shared or collaborative activities among Pan-African institutions. Such an agreement may include MOUs (on how to work together)	MOUs and SLAs	2016	Lead: STATAFRIC Implementation: STATAFRIC, AfDB, UNECA

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					and SLAs (on what each party is to deliver)			
				Strategic Partner Cooperation Agreement (Part of the) Cooperation agreement	2.1.1.3: Allocate AU coordination work to AfDB and UNECA via MOUs and SLA for inclusion in their work programmes	MOUs and SLAs	2017	Lead: STATAFRIC Strategic Support: Strategic Partners: AfDB, UNECA, AFRISTAT
			2.1.2: Create or strengthen the statistical functions of RECs	Cooperation agreements with RECs on data harmonisation and forwarding to the Institute	2.1.2.1: Establish cooperation agreements with each REC on <ul style="list-style-type: none"> • harmonisation of data from associated MS; and • collection of data from each REC by the Institute 	MOU and SLA with each REC	2016	Lead: STATAFRIC Strategic Support: Strategic Partners: AfDB, UNECA, AFRISTAT
				Coordination agreements on rationalised data collection areas	2.1.2.2: Coordinate all RECs to rationalise data collection from MS with dual or multiple	AU data collection areas delimited	2016	Lead: STATAFRIC Strategic Support: Implementation: RECs

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					memberships in different RECs			Strategic Partners: AfDB, UNECA, AFRISTAT
					2.1.2.3: Agree on data forwarding schedule(s)	Data forwarding schedule(s)	2016	Lead: STATAFRIC Implementation: RECs Strategic Partners: AfDB, UNECA, AFRISTAT
				Functioning statistics entities in RECs	2.1.2.4: Advocate for the creation and strengthening of statistics units within the RECs	Statistical units created and/or strengthened	2016-2018	Lead: STATAFRIC Implementation: RECs Strategic Partners: AfDB, UNECA, AFRISTAT
					2.1.2.5: Mobilise financial resources to support statistical units within the RECs	Funds raised to support statistical units as a %age of the Institute's budget	2016-2020	Lead: STATAFRIC Implementation: RECs Support Partners ⁸ : AfDB

⁸ Support Partners are expected to fund programmes of the Institute on a one-off or non-consistent basis

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility				
						Number of additional staff allocated to support the activities	2016-2020	Lead: STATAFRIC Support Partners:				
					2.1.2.6: Provide technical support to RECs to develop and implement regional statistical programmes	Number of additional staff allocated to support the activities	2016-2020	Lead: STATAFRIC Support Partners: Strategic Partners: AfDB, UNECA, AFRISTAT				
					2.1.2.7: Support RECs to develop and implement regional statistical programmes based on statistical priorities previously defined	Regional statistical programmes developed	2016-2017	Lead: STATAFRIC Strategic Partners: AfDB, UNECA, AFRISTAT				
						Regional statistical programmes implemented	2016-2020					
					Activities of the African Statistics System are effectively coordinated at MS, regional	2.2: To establish an effective coordination mechanism	2.2.1: Implement a coordination framework for the African Statistics System	Coordination instruments	2.2.1.1: Define coordination instruments	Coordination instruments defined	2016-2017	STATAFRIC
								Coordination framework	2.2.1.2: Develop a coordination framework for the African Statistics	Coordination framework developed	2016-2017	STATAFRIC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
	and continental levels as well as at development partner level				System incorporating coordination instruments and Cooperation Agreements			
					2.2.1.3: Implement the coordination framework (mechanism)	Number of harmonised sector statistics across RECs	2017-2020	STATAFRIC
			2.2.2: Implement the African Charter on Statistics	Appraisal report on implementation status of the Charter	2.2.2.1: Review reports on implementation of the Charter	Number of reports reviewed on implementation of the Charter	2016-2020	STATAFRIC
				Advocacy strategy for implementing the Charter	2.2.2.2: Enhance awareness of the Charter among political principals, DGs of NSOs, and heads of MS agencies producing statistics	Number of political principals of MS approached	2016-2020	Lead: STATAFRIC Implementation: AfDB, UNECA, RECs
						Number of DGs of NSOs approached	2016-2020	
						Number of heads of MS agencies, other than NSOs, producing statistics approached	2016-2020	
					2.2.2.3: Monitor the signing and	Number of MS that have signed	2016-2020	STATAFRIC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					ratification of the Charter	and ratified the Charter		
				Up-to-date statistical laws conducive to implementing the Charter	2.2.2.4: Support MS to update statistics laws	Number of MS which have updated their statistics laws by incorporating Principles of the Charter into the legislation	2016-2020	Lead: STATAFRIC Support Partners: Oversight: RECs Implementation: MS
					2.2.2.5: Support MS to develop statistical legislation where it does not exist	Number of MS supported to develop statistics acts	2016-2020	
					2.2.2.6: Support MS to implement updated statistics acts	Number of MS supported to implement updated statistics acts	2016-2020	
				Principles of the Charter integrated in NSDSs or MS Statistical plans	2.2.2.7: Support MS to implement the Charter	Number of MS which have integrated Principles of the Charter into their NSDS or statistical plans	2016-2020	
				Monitoring and evaluation reports of MS with Principles of the Charter	2.2.2.8: Monitor and evaluate the implementation of the Charter	Number of MS with Principles of the Charter incorporated into their statistical	2016-2020	Lead: STATAFRIC Monitoring: Strategic

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				incorporated in their statistical legislation		legislation monitored and evaluated		Partners (AfDB, UNECA, AFRISTAT)
				Monitoring and evaluation reports of MS with Principles of the Charter integrated into their NSDS or statistical plans		Number of MS with Principles of the Charter integrated into their NSDS or statistical plans	2016-2020	Evaluation: <ul style="list-style-type: none"> Independent entity Support Partners
				Peer review report on implementation of the Charter	2.2.2.9: Conduct a peer review on the implementation of the Charter	Number of MS peer-reviewed	2018-2020	Lead: STATAFRIC
3: To build sustainable institutional capacity of the African Statistical System	A more conducive institutional environment for the enhancing the African Statistical System is created	3.1: To reform and enhance National Statistics Systems	3.1.1: To establish autonomous NSOs	Advocacy programme	3.1.1.1: Develop and implement an advocacy programme among decision makers for the establishment of autonomous NSOs	Number of NSOs in which decision-makers have been reached by the advocacy messages	2016-2020	Lead: STATAFRIC Implementation: RECs,, NSOs
				Statistics laws making NSOs autonomous	3.1.1.2: Support MS to revise their statistics laws to make NSOs autonomous	Number of NSOs with legislation establishing NSOs autonomous	2016-2020	Lead: STATAFRIC Implementation: RECs, NSOs
				Autonomous NSOs	3.1.1.3: Support MS to establish autonomous	Number of NSOs supported	2016-2020	Lead: STATAFRIC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					NSOs			Implementation: RECs, NSOs
			3.1.2: To enhance NSSs	Functional statistics boards, councils, associations, etc.	3.1.2.1: Develop and implement an advocacy programme for establishment of statistical units in government ministries, departments and agencies (MDA)	Number of MS with functional statistical units created with in MDAs	2016-2020	Lead: STATAFRIC Implementation: NSOs Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
					3.1.2.2: Develop and implement an advocacy programme for establishment of statistical board/ councils	Number of MS with effective statistical boards/ councils established	2016-2020	Lead: STATAFRIC Implementation: NSO
					3.1.2.3: Develop and implement an advocacy programme for establishment of statistical associations	Number of MS with effective statistical associations established	2016-2020	Lead: STATAFRIC Implementation: NSO Strategic Partners: AfDB, UNECA, AFRISTAT
			3.1.3: To mainstream statistics in	Statistics identified as a cross-cutting sector to be	3.1.3.1: Develop and implement an advocacy	Number of MS that mainstreamed	2016-2020	Lead: STATAFRIC Strategic

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
			national policy and planning frameworks	targeted for development	programme for mainstreaming statistics in national policy and planning frameworks	statistics in national policy frameworks		Partners: AfDB, UNECA, AFRISTAT
					3.1.3.2: Support MS in mainstreaming statistics in national policy and planning frameworks	Number of MS supported	2016-2020	Lead: STATAFRIC Implementation: NSOs Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
						Number of MS with monitoring and evaluation plans in their national policy and planning frameworks	2016-2020	Lead: STATAFRIC Implementation: NSOs Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
			3.1.4: To develop NSDS		3.1.4.1: Develop and rollout an advocacy programme for the development of NSDS	Number of MS reached by the advocacy programme	2016-2020	Lead: STATAFRIC
				NSDS including <ul style="list-style-type: none"> • Implementation Plan • Investment Plan • Monitoring & Evaluation Plan • Reporting 	3.1.4.2: Support MS to develop NSDS in line with internationally agreed principles	Number of countries that developed second generation NSDS	2016-2020	Lead: STATAFRIC NSDS execution: NSOs Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
					3.1.4.3: Support the Implementation of NSDS	Number of countries that implemented NSDS	2016-2020	Lead: STATAFRIC Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
					3.1.4.4: Support monitoring and evaluation of NSDS	Number of countries supported with monitoring and evaluation	2016-2020	Lead: STATAFRIC Support Partners:

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
			3.1.5: Provide sustainable funding for statistical activities	Fund for STATAFRIC programmes	3.1.5.1: Develop a strategy for sustainable funding of the programmes of STATAFRIC	Strategy for sustainable funding of STATAFRIC developed	2016	Lead: STATAFRIC Support Partners:
				National Statistics Funds	3.1.5.2: Support establishment of a sustainable national statistical fund in MS	National statistical fund created	2016-2017	Lead: STATAFRIC Support Partners: Strategic Partners: AfDB
						% of national budget allocated to statistical fund		Lead: STATAFRIC, NSOs Support Partners: Strategic Partners: AfDB
			3.1.6: Conduct peer reviews	Advocacy strategy for peer reviews of NSSs	3.1.6.1: Develop a strategy to advocate for peer reviews of NSSs	Peer review advocacy strategy developed	2017-2020	Lead: STATAFRIC, NSOs Support Partners:
				Guidelines for peer reviews	3.1.6.2: Prepare guidelines for peer reviews	Guidelines for peer reviews developed	2017	STATAFRIC
				Peer review reports on NSSs	3.1.6.3: Conduct peer review in	Reports on peer review produced	2018-2020	Lead: STATAFRIC,

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				with recommendations	collaboration with RECs			NSOs Support Partners:
				Report on the implementation status of peer review recommendations	3.1.6.4: Support MS in the implementation of peer review recommendations	Report on implementation of peer review recommendations produced	2018-2020	Lead: STATAFRIC, NSOs Support Partners: Strategic Partners: AfDB, UNECA, AFRISTAT
				Monitoring and evaluation plan for peer reviews	3.1.6.5: Develop a plan for monitoring and evaluating peer review recommendations	Monitoring and evaluation plan for peer reviews developed	2017	STATAFRIC Support Partners:
				Monitoring and evaluation reports on peer reviews	3.1.6.6: Monitor and evaluate the implementation of recommendations in collaboration with RECs	Monitoring and evaluation report on progress made on implementing recommendations	2018-2020	Lead: STATAFRIC, NSOs Support Partners: Strategic Partners: AfDB, UNECA, AFRISTAT
	Sustained availability of	3.2: To build sustainable	3.2.1: Establish the Pan-African	Strategic plan for the Pan-African	3.2.1.1: Develop a strategic plan	Strategic plan developed	2016	Lead: STATAFRIC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
	talented, qualified and efficient human resources in the African Statistics System	statistical capacity	Statistical Training Centre	Statistical Training Centre	for the Pan-African Statistical Training Centre			Implementation: PAN-AFRICAN STATISTICAL TRAINING CENTRE Support Partners:
					3.2.1.2: Implement the strategic plan of the Pan-African Statistical Training Centre	Strategic plan implemented	2016-2020	Lead: STATAFRIC Implementation: PAN-AFRICAN STATISTICAL TRAINING CENTRE Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
				Coordination instruments of the Community (System) of African Statistical Training Centres	3.2.1.3: Develop coordination instruments for a Community (System) of African Statistical Training Centres	Coordination instruments developed	2016	Lead: STATAFRIC, PAN-AFRICAN STATISTICAL TRAINING CENTRE
				Community of African Statistical Training Centres	3.2.1.4: Implement coordination instruments of	Agreement on coordination of regional statistical training	2016-2018	Lead: STATAFRIC Ratification: CoDG, AUC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					the Community of African Statistical Training Centres	centre into a Community of African Statistical Training Centres		EXECUTIVE COMMITTEE Implementation: PASTC, REGIONAL STATISTICAL TRAINING CENTRES
				Rationalised programmes of training in official/national statistics in Africa	3.2.1.5: Rationalise the statistical training programmes of the regional statistical training centres in Africa	A compendium of rationalised programmes in the system of statistical training centres in Africa	2016-2018	Lead: STATAFRIC Implementation: PASTC Support Partners:
				Training standards	3.2.1.6: Develop harmonised training programmes	No of harmonised training programmes developed	2016-2018	Lead: STATAFRIC Implementation: PASTC
			Harmonised curricula					
				Compendium of MS training needs	3.2.1.7: Assess training needs of MS	Number of MS with training needs assessed	2016-2018	Lead: STATAFRIC Implementation: PASTC, RECs, MS Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				Compendium of MS training programmes	3.2.1.8: Develop training programmes for MS	MS training programmes developed	2018-2020	Lead: STATAFRIC Implementation: PASTC, STCs Support Partners:
				Coordination strategy for implementation of national training programmes	3.2.1.9: Support implementation of national training programmes	Number of MS supported	2018-2020	Lead: STATAFRIC Implementation: PASTC, STCs, MS Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
			3.2.2: To establish In-service Training Centres at NSOs or strengthen them if they already exist	Advocacy strategy for the establishment of basic and intermediate statistical training centres at NSOs	3.2.2.1: Develop an advocacy strategy for the establishment of basic and intermediate statistical training centres at NSOs where they do not exist	Advocacy strategy developed	2016	Lead: STATAFRIC, PASTC, STCs, Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
				Training centres established	3.2.2.2: Support MS to establish basic and intermediate	Number of MS supported	2017-2020	Lead: STATAFRIC, PASTC, STCs,

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					statistical training centres at NSOs where they do not exist			Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
				Training centres strengthened	3.2.2.3: Support MS to strengthen existing in-service training centres at the NSOs	Number of MS supported	2017-2020	Lead: STATAFRIC, PASTC, STCs, Strategic Partners: AfDB, UNECA, AFRISTAT Support Partners:
			3.2.3: Strengthen statistical schools and training centres	Centres of excellence in all areas of statistical production	3.2.3.1: Provide adequate resources to statistical schools and training centres to enhance training programmes in terms of human resources and infrastructure	Number of training programmes supported	2017-2020	Lead: STATAFRIC Strategic Partners: AfDB, AUC, ACBF Support Partners:
				Continental programmes across the Community of African Statistical	3.2.3.2: Implement continental (joint or shared) programmes across the	Continental programme implemented	2017-2020	Lead: STATAFRIC, PASTC Coordination: PASTC

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				Training Centres	Community of African Statistical Training Centres to strengthen STCs by encouraging partnership and networking among STCs			Implementation: STCs
				Coordination strategy for MS participation	3.2.3.3: (MS) Participate in training programmes of the Community of African Statistical Training Centres	Number of MS representatives participated in training programmes	2017-2020	Lead: STATAFRIC, Coordination: PASTC Implementation: STCs Participation: MS
				Scholarships	3.2.3.4: Provide financial support, especially scholarships to trainees at STCs	Number of trainees supported at STCs	2016-2020	Lead: STATAFRIC, PASTC, STCs Implementation: MS, RECs
			3.2.4: Participate in international statistical training programmes	Internationally trained statisticians	3.2.4.1: Develop and implement a programme to promote international statistical training	Number of fellowships provided to trainees	2016-2020	Lead: STATAFRIC, PASTC
					3.2.4.2: Secure fellowships to trainees	Number of sponsorships secured for trainees	2016-2020	Lead: STATAFRIC, PASTC Sponsors:

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
								Support Partners, AfDB, ACBF, AUC, NSOs
					3.2.4.3: Secure scholarships for trainees	Number of trainees that received scholarships	2016-2020	Lead: STATAFRIC, PASTC Sponsors: Support Partners, AfDB, ACBF, AUC, NSOs
					3.2.4.4: (MS, RECs, STATAFRIC) Participate in the training programmes	No of trainees that participated in the training	2016-2020	Lead: STATAFRIC, PASTC Sponsors: Support Partners, AfDB, ACBF, AUC, NSOs
			3.2.5: Expose Young African Statisticians (YAS) to the ISlballo capacity building programme	A consolidated ISlballo capacity building programme	3.2.5.1: Consolidate and create mentorship programmes for the ISlballo capacity building programme	Number of mentorship programmes	2016-2018	Lead: STATAFRIC, STATISTICS SOUTH AFRICA Strategic Partners (AfDB, AUC, UNECA, ACBF) Support Partners

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				ISibalo advocacy programme	3.2.5.2: Create awareness about different opportunities for capacity building	Advocacy Programme developed	2016	Advocacy: STATAFRIC, STATISTICS SOUTH AFRICA
				Annual report on coordination, mentorship of and coaching programmes for YAS	3.2.5.3: Coordinate execution of the ISibalo programmes	Number of MS in which the ISibalo programme is implemented	2016-2020	STATAFRIC
					3.2.5.4: Support implementation of ISibalo programmes among MS	Number of MS supported to implement ISibalo programme	2016-2020	Lead: STATAFRIC, STATISTICS SOUTH AFRICA Implementation: MS (NSOs), Strategic Partners (AfDB, AUC, UNECA, ACBF), Support Partners
				Annual monitoring and evaluation report on enrolment of YAS in the ISibalo programme	3.2.5.5 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISibalo programmes	2016-2020	
	Effective facilitation of statistical production and data	3.3: To establish an effective technological	3.3.1: To develop a Management Information	Functional MIS for monitoring the integration agenda	3.3.1.1: Establish MIS for monitoring of the integration	MIS established	2016-2017	STATAFRIC Strategic Partners (AfDB, AUC, UNECA,

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
	dissemination through information, communication and geospatial technologies	environment	System (MIS) for monitoring of the integration agenda		agenda			ACBF) Support Partners
3.3.1.2: Use SDMX technologies					SDMX technologies used	2017	STATAFRIC Strategic Partners (AfDB, AUC, UNECA, ACBF) Support Partners	
3.3.1.3: Monitor the integration agenda					Number of areas/aspects of the integration agenda covered	2016-2020	Lead: STATAFRIC Implementation: RECs, STRATEGIC PARTNERS (AfDB, AUC, UNECA, ACBF)	
3.3.1.3: Collect data from MS to update MIS					MIS updated	2016-2020	Lead: STATAFRIC RECs	
3.3.2: To build a statistical data warehouse			Functional statistical data warehouse for data management	3.3.2.1: Design data warehouse	Statistical data warehouse designed	2017	STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA Support Partners:	

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility	
					3.2.2.2: Build data warehouse	Data warehouse is built	2017-2018	STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA Support Partners:	
					3.3.2.3: Build capacity to manage, maintain, update and utilise the data warehouse	Technical and statistical capacity developed	2018-2019	STATAFRIC RECs Support Partners:	
					3.3.2.4: Maintain, update and utilise the data warehouse	Data warehouse maintained, updated and utilised	2016-2020	STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA	
	Consistent dissemination of data			3.3.3: To standardise dissemination tools and platforms	Standard dissemination tools and platforms	3.3.3.1: Develop standardised dissemination tools and platforms to disseminate data	Platforms standardised	2016-2018	STATAFRIC
						3.3.3.2: Support MS to build capacity to manage, maintain, update and utilise the dissemination tools and	Number of MS supported	2016-2020	STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					platforms			
4. To promote a culture of quality policy- and decision-making	Adoption of the evidence-based decision-making paradigm throughout the continent	4.1: To drive evidence-based decisions through use of statistics	4.1.1: To engage policy-makers and legislators, in statistical discourse	Annual report on engagement with governments, parliaments, civil society and private sector	4.1.1.1: Develop an advocacy strategy to promote awareness of the use of statistics among policymakers, decision-makers, parliamentarians, civil society and the private sector	Advocacy strategy developed and implemented	2016	STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA
					4.1.1.2: Implement the advocacy strategy to use statistics	Increased use of statistics in Parliamentary debates	2017-2020	Lead: STATAFRIC RECs, MS (NSOs), AfDB, AFRISTAT, UNECA
					4.1.1.3: Build capacity among users to understand and use data	Number of users trained across MS	2016-2020	Lead: STATAFRIC RECs, AfDB, AFRISTAT, UNECA Support Partners:
					4.1.1.4: Develop and implement an advocacy strategy to attract investment in	Advocacy strategy implemented	2016-2020	Lead: STATAFRIC NSOs, RECs

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
					statistics			
					4.1.1.5: Implement the advocacy strategy to invest in statistics	% National Budget allocated to Statistics	2016-2020	Lead: STATAFRIC Implementation: NSOs
	Statistical information is communicated in an accessible manner to various stakeholders	4.2: To improve communication of statistical information	4.2.1: To develop a data dissemination strategy	Unit for data dissemination	4.2.1.1: Create a unit responsible for data dissemination	Unit for data dissemination created	2016-2020	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:
Data access strategy				4.2.1.2: Develop data access strategy	Data access strategy developed	2017	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:	
Manuals on access to statistical information				4.2.1.3: Document data access procedures and protocols	Procedures and protocols as a public record	2016-2020	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:	
Monitoring and evaluation reports				4.2.1.4: Implement data	Monitoring and evaluation	2017-2020	Coordination:	

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				on data access	access strategy	indicators		STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:
			4.2.2: Develop a communication plan	Mass communication expert staff	4.2.2.1: Recruit experts in mass communication in the statistical unit	Number of mass communication experts recruited	2016-2020	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:
				Communication plan	4.2.2.2: Develop a communication plan	Communication plan developed	2017	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:
				Policy document on communication regulations, procedures and protocols	4.2.2.3: Document communication regulations, procedures and protocols	Communication regulations, procedures and protocols documented	2017	Coordination: STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:
				Report on stakeholder	4.2.2.4: Implement	Monitoring and evaluation	2017-2020	Coordination:

Strategic Theme	Expected outcome	Strategic objective	Specific objective	Outputs	Activities	Key Performances Indicators	Timeframe	Role and Responsibility
				feedback on data access	communication plan	indicators on communication		STATAFRIC Implementation: MS, RECs, STATAFRIC Support Partners:

6.2. Improvements to the African Statistical Annual Programme including capacity building based on SHaSA and the Charter

Four improvements were made to the annual programme. *First* was a reduction in the size and complexity, as indicated in Table 7 below.

Table 7: Comparison in size between the 2011-2015 Action Plan and the proposed 2016-2020 Action Plan

Plan	Themes	Outcomes	Strategic objectives	Specific objectives	Outputs	Activities	Indicators
2011-2015	4	0	11	41	58	556	557
2016-2020	4	12	9	25	69	102	109
Difference	0	(100%)	3 (27.3%)	16 (39%)	-11 (15.9%)	454 (81.7%)	448 (80.4%)

According to Table 7 above, the 2016-2020 plan appears more realistic. Activities and Indicators were each reduced by over 80 percent. Strategic objectives and specific objectives were also reduced by 27 and 39 percent, respectively.

Second was a balancing of the plan. Outcomes were introduced into the plan and outputs were increased relative to the number of activities.

Third, the proposed plan is considerably more streamlined than the current one. Strategic Theme I - to produce quality statistics for Africa - provides an example of the streamlining that was needed for the plan. Expanding the statistical information base by conducting censuses of population and housing, household surveys, economic censuses, etc., does not talk to the very critical and prevalent issue of the production of statistics of poor or unknown quality. Production of quality statistics requires a quality management framework within which the statistics are produced. Within the quality framework are instruments to be used in assessing quality during the production process at each phase of the statistical value chain (quality management) and to assess ex-post-facto the process and the output or product (quality assessment). Quality management and assurance constitute quality assurance. So we begin with the development of the instruments, then pilot them, and finally roll them out.

Fourth, an attempt has been made to focus accountability on the Institute especially with regard to the coordination of the plan. As previously indicated, there is no accountability for delivery when the coordination of implementation of the plan is left to the goodwill of entities over which the AUC has no “control”.

Even though the proposed 2016-2020 Action Plan is much smaller than the 2011-2015 one, it is still too big and complex for the available staff to implement. The plan should be phased in accordance with the following suggested guidelines, among others:

- Staying visible through quick wins by identifying statistical priorities and producing reports (Strategic Theme 1);
- Expediting development and implementation of regulatory guidelines especially a quality assurance framework and the Charter (Strategic Theme 1); and
- Strengthening institutional arrangements to enhance accountability from partnerships (Strategic Theme2)

Indications of what needs to be prioritised should come from the Assembly of Heads of State and Government, and they have already done that in terms of the statistics urgently needed (national accounts, labour statistics, etc.). However, there are prerequisites to producing such statistics on a reliable basis. Such prerequisites include the development and implementation of statistical quality assurance and management frameworks, including implementation of the African Charter on Statistics. Hence, specification of priorities should come from the Commissioner of the Institute (the Union Statistician).

The need for phasing in the plan gives rise to Recommendation 4.

Recommendation Four:

It is recommended that activities should be prioritised and phased in; and that the “big bang” approach be avoided for the sake of being realistic.

It Finally, due to the revision of the 2011-2015 Action Plan which reflected the Strategic Matrix for Quality Harmonized Statistics of SHaSA⁹, it is time to review the SHaSA document. The need to review SHaSA gives rise to Recommendation Five.

Recommendation 5:

It is recommended that SHaSA is reviewed and updated to catch up with the new imperatives for statistical development on the continent.

7. Recommendations assembled

For ease of reference the recommendations made in the text are listed below.

Recommendation One:

Irrespective of the level or location of the Institute, staff numbers in the Division should be drastically increased to a level commensurate with the requirements of the 2016-2020 Action Plan; and that a capacity building programme should be put in place for staff development for the Division.

Recommendation Two:

Because of the low profile of statistics in the development agendas of member states, RECs and the AUC, it is recommended that a programme to advocate for raising the profile of statistics among the said entities on a continuous basis be put in place to be undertaken by a selectively constituted group of Elders for Statistics with the objective to drive and oversee the signing and ratification of the Charter and the promotion of the production and use of statistics in member states in the said entities

Recommendation Three:

It is established that a key weakness in the implementation process of the 2011-2015 Action Plan is lack of accountability from various entities responsible for implementing the plan. Reliance on the same entities is very likely to continue with the recruitment of new staff for the Institute. It is thus recommended that in order to increase the level of accountability from implementation entities, the AUC should make formal institutional arrangements with the requisite entities; and that, through the intervention by the Assembly of Heads of State and Government, their roles in the African Statistics System are formally made part of their statutory mandates.

Recommendation Four:

It is recommended that activities should be prioritised and phased in; and that the “big bang” approach be avoided for the sake of being realistic.

Recommendation 5:

It is recommended that SHaSA is reviewed and updated to catch up with the new imperatives for statistical development on the continent

⁹ African Union Commission, African Development Bank and United Nations Economic Commission for Africa, 2010, *Strategy for the Harmonisation of Statistics in Africa*, Addis Ababa, Ethiopia, pp 44-53

8. References

- African Union Commission, 2009, *African Charter on Statistics*, Addis Ababa, Ethiopia
- African Union Commission, African Development Bank and United Nations Economic Commission for Africa, 2010, *Strategy for the Harmonisation of Statistics in Africa*, Addis Ababa, Ethiopia
- Center for Global Development & The African Population and Health Research Center, 2014, *Delivering on the Data Revolution in Sub-Saharan Africa*, Final Report of the Data of the Data for African Development Working Group, Center for Global Development, Washington, DC, <http://aphrc.org/wp-content/uploads/2014/07/Report-Delivering-on-a-Data-Revolution-for-SSA.pdf> Accessed on 21 January 2015
- Kiregyera, Ben, 2011, Autonomy of a National Statistical Agency: The Ugandan Experience, *International Statistical Institute: Proceedings of the 58th Congress, 2011, Dublin (Session IPS)36*
- Lufumpa, Charles Leyeka, n.d., Building Sustainable Statistical Capacity in Africa: What has Worked, What has Not, and Why http://www.cwsc2011.gov.in/papers/building_capacity/Paper_2.pdf Accessed 24 January 2015
- Statistics Division, 2011, Advocacy Strategy for the Signing and Ratification of the African Charter on Statistics and its Domestication by African Countries, Department of Economic Affairs, African Union Commission, Addis Ababa, Ethiopia, March
- Statistics Division, 2012, Progress Report on The Implementation of the African Charter on Statistics and the Strategy for the Harmonisation of Statistics in Africa (SHaSA), Department of Economic Affairs, African Union Commission, Addis Ababa, Ethiopia, March
- Statistics Division, 2011, *Book 1: Statistics for Transparency, Accountability, Results and Transformation (START)*, Department of Economic Affairs, African Union Commission, Addis Ababa, Ethiopia
- Statistics Division, 2011, *Book 2: START for a better Africa in a better world*, Department of Economic Affairs, African Union Commission, Addis Ababa, Ethiopia
- Statistics South Africa, 2008, *About ISibalo Capacity Building Programme*, 1st Africa Conference of Young Statisticians 2008, Saint George Conference Centre, Pretoria, South Africa. Accessed at http://www.statssa.gov.za/y/cs/about_isibalo.htm on 21 February 2015
- United Nations Economic and Social Council Economic Commission for Africa and African Union Commission, 2012, *Status of the implementation of the African Charter on Statistics and Strategy for the Harmonization of Statistics in Africa*, Progress Report 2012, E/ECA/COE/31/19, AU/CAMEF/EXP/19(VII), 10 February

Annex 1

STRATEGIC THEME 1: To produce quality statistics for Africa

1.1 Strategic objective: To expand the statistical information base

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
1.1.1 Conduct Regular Population and Housing Censuses				
Statistical information on population: composition, distribution, size & growth, Migration, Employment, Education, Social and health, Remittances, Housing / living conditions, Poverty, Gender	1.1.1.1 Mobilize resources to conduct PHC	% of PHC budget funded by Govt	2011-2014	Member States
	1.1.1.2 Align statistical standards	PHC aligned on statistical standards	2011-2014	
	1.1.1.3 Conduct PHC following statistical standards and guidelines	Census conducted	2011-2014	
	1.1.1.4 Harmonize questions across MS	Harmonized questions	2011-2014	RECs
	1.1.1.5 Harmonize and align statistical standards	Standards aligned	2011-2014	
	1.1.1.6: Mobilize MS to participate	No of MS having conducted PHCs	2011-2014	
	1.1.1.7: Mobilize political commitment for resource allocation	% of national budget allocated to PHC	2011-2014	
	1.1.1.8: Mobilize financial and facilitate technical support	No of MS supported	2011-2014	
	1.1.1.9: Harmonize questions across MS	Harmonized questions	2011-2014	
	1.1.1.10: Harmonize and align statistical standards	Standards aligned	2011-2014	PAOs (AUC, UNECA, AfDB)
	1.1.1.11: Mobilize MS to participate	No of MS having conducted PHCs	2011-2014	
	1.1.1.12: Mobilize political commitment for resource allocation	% of national budget allocated to PHC	2011-2014	
	1.1.1.13: Mobilize financial and facilitate technical support	No of MS supported	2011-2014	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.1.1.14: Provide technical support	No of MS supported	2011-2014	Development Partners
	1.1.1.15: Provide financial support	% of budget allocated to PHC	2011-2014	
	1.1.1.16 Advocate for national funding	No of MS supported	2011-2014	
1.1.2. Conduct regular Household Surveys - Annually : Service delivery Surveys, Agriculture Surveys, Labour Force surveys - Every 2-3 years: Income and expenditure Survey, Welfare monitoring Survey - Every 5 Years: DHS, MICS, Informal Sector Surveys				
Statistical information on population: composition, distribution, size & growth, Migration, Employment, Education, Social and health, Remittances, Housing / living conditions, Poverty, Gender	1.1.2.1 Mobilize resources to conduct regular HH surveys	% of HH surveys budget funded by Government	2011-2015	Member States
	1.1. 2.2 Align statistical standards	HH surveys aligned on statistical standards	2011-2015	
	1.1.2.3 Conduct regular HH surveys following statistical standards and guidelines.	No of HH surveys conducted	2011-2015	
	1.1.2.4 Harmonize questions across MS	Harmonized questions	2011-2015	RECs
	1.1.2.5 Harmonize and align statistical standards	Standards aligned	2011-2015	
	1.1.2.6 Mobilize MS to participate	No of MS conducted HH surveys	2011-2015	
	1.1.2.7 Mobilize political commitment for resource allocation	% of national budget allocated to HH surveys	2011-2015	
	1.1.2.8 Mobilize financial support and facilitate technical support	No of MS supported	2011-2015	
	1.1.2.9 Harmonize questions across MS	Harmonized questions	2011-2015	
	1.1.2.10 Harmonize and align statistical standards	Standards aligned	2011-2015	
PAOs (AUC, UNECA, AfDB)				

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.1.2.11 Mobilize MS to participate	No of MS conducted HH surveys	2011-2015	
	1.1.2.12 Mobilize political commitment for resource allocation	% of national budget allocated to HH surveys	2011-2015	
	1.1.2.13 Mobilize financial support and facilitate technical support	No of MS supported	2011-2015	
	1.1.2.14 Provide technical support	No of MS supported	2011-2015	Development Partners
	1.1.2.15 Provide financial support	% of budget allocated to HH surveys	2011-2015	
	1.1.2.16 Advocate for national funding	No of MS supported	2011-2015	
1.1.3. Conduct Periodic Economic Census (PECs)				
- Statistical information on employment, inputs, gross output and value added by the different sectors and other characteristics of businesses	1.1.3.1 Mobilize resources to Conduct PECs	% of PECs budget funded by Govt	2011-2015	Members States
	1.1.3.2 Align statistical standards	PECs aligned on statistical standards	Every five years	
	1.1.3.3 Conduct PECs following statistical standards and guidelines.	PECs conducted	Every five years	
- Statistical information on Spatial Development Initiative (infrastructure) (transport, energy, communication and	1.1.3.4 Harmonize questions across MS	Harmonized questions	Every five years	RECs
	1.1.3.5 Harmonize and align statistical standards	Standards aligned	Every five years	
	1.1.3.6 Mobilize MS to participate	No of MS having conducted PECs	2011-2015	PAOs (AUC, UNECA,
	1.1.3.7 Mobilize political commitment for resource allocation	% of national budget allocated to PECs	2011-2015	
	1.1.3.8 Mobilize financial support and Facilitate technical support	No of MS supported	2011-2015	
	1.1.3.9 Harmonize questions across MS	Harmonized questions	Every five years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
water)	1.1.3.10 Harmonize and align statistical standards	Standards aligned	Every five years	AfDB)
	1.1.3.11 Mobilize MS to participate	No of MS having conducted PECs	2011-2015	
	1.1.3.12 Mobilize political commitment for resource allocation	% of national budget allocated to PECs	2011-2015	
	1.1.3.13 Mobilize financial support and Facilitate technical support	No of MS supported	2011-2015	
	1.1.3.14 Provide technical support	No of MS supported	2011-2015	Development Partners
	1.1.3.15 Provide financial support	% of budget allocated to PECs	2011-2015	
	1.1.3.16 : Advocate for national funding	No of MS supported	2011-2015	
1.1.4. Conduct Periodic Economic Surveys(PESs) – Monthly, Quarterly and Annual Basic Economic Statistics				
- Statistical information on employment, inputs, gross output and value added by the different sectors and other characteristics of businesses	1.1.4.1 Mobilize resources to Conduct PESs	% of PESs budget funded by Govt	2011-2015	Member States
	1.1.4.2 Align statistical standards	PESs aligned on statistical standards	Every 2-3 years	
	1.1. 4.3 Conduct PESs following statistical standards and guidelines.	PESs conducted	Monthly, Quarterly, annually	
- Statistical information on Spatial Development Initiative (infrastructure) (transport, energy,	1.1.4.4 Harmonize questions across MS	Harmonized questions	Every 2-3 years	RECs
	1.1.4.5 Harmonize and align statistical standards	Standards aligned	Every 2-3years	
	1.1. 4.6 Mobilize MS to participate	No of MS having conducted PESs	2011-2015	
	1.1. 4.7 Mobilize political commitment for resource allocation	% of national budget allocated to PESs	2011-2015	
	1.1.4.8 Mobilize financial support and facilitate technical support	No of MS supported	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
communication and water)	1.1.4.9 Harmonize questions across MS	Harmonized questions	Every 2-3 years	PAOs (AUC, UNECA, AfDB)
	1.1. 4.10 Harmonize and align statistical standards	Standards aligned	Every 2-3years	
	1.1.4.11 Mobilize MS to participate	No of MS having conducted PESs	2011-2015	
	1.1.4.12 Mobilize political commitment for resource allocation	% of national budget allocated to PESs	2011-2015	
	1.1.4.13 Mobilize financial support and facilitate technical support	No of MS supported	2011-2015	
	1.1. 4.14 Provide technical support	No of MS supported	2011-2015	Development Partners
	1.1. 4.15 Provide financial support	% of budget allocated to PECs	2011-2015	
	1.1.4.16 Advocate for national funding	No of MS supported	2011-2015	
1.1.5. Conducting Regular Agricultural Census(RACs)				
- Statistics information on structure and organization of the agricultural sector	1.1.5.1 Mobilize resources to Conduct RACs on 2010 round (2005-2014)	% of RACs budget funded by Govt	2011-2014	Member States
	1.1.5.2 Align statistical standards	RACs aligned on statistical standards	Every five years	
	1.1.5.3 Conduct RACs following statistical standards and guidelines	RACs conducted	2011-2014	
	1.1.5.4 Promote coordination of RACs & PHCs	Two census are conducted simultaneously	2011-2014	
- Performance and monitoring information on the agricultural sector	1.1.5.5 Harmonize questions across MS	Harmonized questions	Every five years	RECs
	1.1.5.6 Harmonize and align statistical standards	Standards aligned	Every five years	
	1.1.5.7 Mobilize MS to participate	No of MS having conducted RACs	2011-2014	
	1.1.5.8 Mobilize political commitment for	% of national budget allocated to	2011-2014	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	resource allocation	RACs		
	1.1.5.9 Mobilize financial support and facilitate technical support	No of MS supported	2011-2014	
	1.1.5.10 Promote coordination of RACS & PHCS	Two census are conducted simultaneously	2011-2015	
	1.1.5.11 Harmonize questions across MS	Harmonized questions	Every five years	PAOs (AUC, UNECA, AfDB)
	1.1.5.12 Harmonize and align statistical standards	Standards aligned	Every five years	
	1.1.5.13 Mobilize MS to participate	No of MS having conducted RACs	2011-2014	
	1.1.5.14 Mobilize political commitment for resource allocation	% of national budget allocated to RACs	2011-2014	
	1.1.5.15 Mobilize financial support and facilitate technical support	No of MS supported	2011-2014	
	1.1.5.16 Promote coordination of RACS & PHCS	Two census are conducted simultaneously	2011-2014	
	1.1.5.17 Provide technical support	No of MS supported	2011-2014	Development Partners
	1.1.5.18 Provide financial support	% of budget allocated to RACs	2011-2014	
	1.1.5.19: Advocate for national funding	No of MS supported	2011-2014	
	1.1.5.20: Promote coordination of RACS & PHCS	Two census are conducted simultaneously	2011-2014	
1.1.6. Conducting Regular Agricultural Surveys (RASs)				
- Statistics information on structure and organization of the	1.1.6.1 Mobilize resources to conduct RASs	% of RASs budget funded by Govt	2011-2015	Member States
	1.1.6.2 Align statistical standard	RASs aligned on statistical standards	Every five years	
	1.1.6.3 Conduct RASs following statistical	RASs conducted	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
agricultural sector - Performance and monitoring information on the agricultural sector	standards and guidelines			
	1.1.6.4 Promote integrated HHSs and RASs.	Two census are conducted simultaneously	2011-2015	
	1.1.6.5 Harmonize questions across MS	Harmonized questions	Every five years	RECs
	1.1.6.6 Harmonize and align statistical standards	Standards aligned	Every five years	
	1.1.6.7 Mobilize MS to participate	No of MS having conducted RASs	2011-2015	
	1.1.6.8: Mobilize political commitment for resource allocation	% of national budget allocated to RASs	2011-2015	
	1.1.6.9 Mobilize financial support and facilitate technical support.	No of MS supported	2011-2015	
	1.1.6.10 Promote integrated HHSs and RASs	Two census are conducted simultaneously	2011-2015	
	1.1.6.11 Harmonize questions across MS	Harmonized questions	Every five years	
	1.1.6.12 Harmonize and align statistical standards	Standards aligned	Every five years	
	1.1.6.13 Mobilize MS to participate	No of MS having conducted RASs	2011-2015	
	1.1.6.14 Mobilize political commitment for resource allocation	% of national budget allocated to RASs	2011-2015	
	1.1.6.15 Mobilize financial support and facilitate technical support	No of MS supported	2011-2015	
	1.1.6.16 Promote integrated HHSs and RASs.	Two surveys are conducted simultaneously	2011-2015	
	1.1.6.17 Monitor the implementation of Action Plan for Africa on improving Statistics for Food Security, Sustainable Agriculture, and Rural	Report of the implementation	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	Development			
	1.1.6.18 Provide technical support	-No of MS supported	2011-2015	Development Partners
	1.1.6.19 Provide financial support	% of budget allocated to RASs	2011-2015	
	1.1.6.20 Advocate for national funding	No of MS supported	2011-2015	
	1.1.6.21 Promote integrated HHSs and RASs.	Two census are conducted simultaneously	2011-2015	
1.1.7. Conducting Regular Informal Sector Surveys (ISSs)				
Statistical information on the informal sector	1.1.7.1 Mobilize resources to Conduct ISSs	% of ISSs budget funded by Govt	2011-2015	Member States
	1.1.7.2 Align statistical standards	ISSs aligned on statistical standards	Every 2-3 years	
	1.1.7.3 Conduct ISSs following statistical standards and guidelines	ISSs conducted	2011-2015	
	1.1.7.4 Include ISSs into integrated HHSs system	Two surveys are conducted simultaneously	2011-2015	
	1.1.7.5 Harmonize questions across MS	Harmonized questions	Every 2-3 years	RECs
	1.1.7.6 Harmonize and align statistical standards	Standards aligned	Every 2-3 years	
	1.1.7.7 Mobilize MS to participate	No of MS having conducted ISSs	2011-2015	
	1.1. 7.8 Mobilize political commitment for resource allocation	% of national budget allocated to ISSs	2011-2015	
	1.1.7.9 Mobilize financial support and facilitate technical support.	No of MS supported	2011-2015	
	1.1.7.10 Promote inclusion of ISSs into integrated HHSs system	Two surveys are conducted simultaneously	2011-2015	
1.1.7.11 Harmonize statistical standards.	Harmonized questions	Every 2-3 years		

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.1.7.12 Mobilize MS to participate	No of MS having conducted ISSs	Every 2-3 years	PAOs (AUC, UNECA, AfDB)
	1.1.7.13 Mobilize political commitment for resource allocation	% of national budget allocated to ISSs	2011-2015	
	1.1.7.14 Mobilize financial support and facilitate technical support	No of MS having conducted ISSs	2011-2015	
	1.1.7.15 Promote inclusion of ISSs into integrated HHSs system	No of MS supported	2011-2015	
	1.1.7.16 Provide technical support	No of MS supported	2011-2015	
	1.1.7.17 Provide financial support	No of MS supported	2011-2015	Development Partners
	1.1.7.18 Advocate for national funding	% of budget allocated to ISSs	2011-2015	
	1.1.7.19 Promote inclusion of ISSs into integrated HHSs system	Two surveys are conducted simultaneously	2011-2015	
1.1.8 Collect data on vital events, education, HIV/AIDS surveillance, food security and health and nutrition				
Statistical information on vital events (mainly births, deaths and causes of death, education, HIV/AIDS surveillance, Food security, Household Food Security, Nutrition and Health Monitoring System, etc.)	1.1.8.1 Design format for the system of administrative record (SAR)	- SAR setup	2011-2015	Member States
	1.1.8.2 Provide support to statistical units in MDAs	MDAs with statistical unit	2011-2015	
	1.1.8.3 Design data Management Information system (MIS)	MIS available	2011-2015	
	1.1.8.4 Mobilize resources	Budget for statistics within the MDA Budgets	2011-2015	
	1.1.8.5 Collect administrative data	Administrative data available	2011-2015	
	1.1.8.6 Align to statistical standards	-SARs aligned on statistical standards	2011-2015	
	1.1.8.7 Mainstream CRVS into NSDS	CRVS is integrated into NSDS	Every five years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.1.8.8 Harmonize and align statistical standards	Standards aligned	Every 2-3 years	RECs
	1.1.8.9 Mobilize MS to improve administrative records	Administrative records improved	2011-2015	
	1.1.8.10 Mobilize political commitment for resource allocation	% of national budget allocated to SAR	2011-2015	
	1.1.8.11 Mobilize financial support	No of MS supported	2011-2015	
	1.1.8.12 Facilitate technical support	No of MS supported	2011-2015	
	1.1.8.13 Promote coordination of administrative data with data from censuses and HHSs.	Compare administrative data and HHs data	2011-2015	
	1.1.8.14 Harmonize and align statistical standards	Standards aligned	Every 2-3 years	PAOs (AUC, UNECA, AfDB)
	1.1.8.15 Mobilize MS to improve administrative record	Administrative records improved	2011-2015	
	1.1.8.16 Mobilize political commitment for resource allocation	% of national budget allocated to SAR	2011-2015	
	1.1.8.17 Mobilize financial support	No of MS supported	2011-2015	
	1.1.8.18 Facilitate technical support	No of MS supported	2011-2015	
	1.1.8.19 Promote coordination of administrative data with data from censuses and HHSs.	Compare administrative data and HHs data	2011-2015	
	1.1.8.20 Provide technical support	No of MS supported	2011-2015	Development Partners
	1.1.8.21 Provide financial support	No of MS supported	2011-2015	
	1.1.8.22 Advocate for national funding	% of the budget allocated to MDA statistics units	2011-2015	
	1.1.8.23 Promote coordination of administrative	Compare administrative data and	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	data with data from censuses and HHSs.	HHs data		
1.1.9 Strengthen and harness Civil Registration and Vital Statistics System (CRVS)				
Statistical information on vital events (mainly births, deaths and causes of death) HIV/AIDS surveillance Food security, Household Food Security, Nutrition and Health Monitoring System (FHANIS)	1.1.9.1 Develop (reinforce) CRVS in the context of the medium term regional plan	CVRS setup /reinforced	2011-2015	Member States
	1.1.9.2 Design format	Design formatted	2011-2015	
	1.1.9.3 Provide support to civil registration agencies	No of civil registration supported	2011-2015	
	1.1.9.4 Design data Management Information system (MIS)	Design formatted	2011-2015	
	1.1.9.5 Advocate for improved funding for CRVS	Budget for CRVS	2011-2015	
	1.1.9.6 Collect vital statistics	Vital statistics collected	2011-2015	
	1.1.9.7 Align to statistical standards	Standards aligned	2011-2015	
	1.1.9.8 Align the law on CR with national statistics act/law	Law aligned	2011-2015	
	1.1.9.9 Mainstream CRVS into NSDS	CVRS mainstreamed into NSDS framework	2011-2015	
	1.1.9.10 Harmonize and align standards on CRVS	No of MS that setup CVRS	Every five 2- 3 years	RECs
	1.1.9.11 Mobilize MS to improve CRVS	No of MS that setup CVRS	2011-2015	
	1.1.9.12 Mobilize political commitment for resource allocation	% of national budget allocated to CVRS	2011-2015	
	1.1.9.13 Mobilize financial support	No of MS supported	2011-2015	
	1.1.9.14 Facilitate technical support	No of MS supported	2011-2015	
	1.1.9.15 Promote coordination of CRVS with	Compare CRVS data and Census	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	censuses and surveys	data and Surveys data		
	1.1.9.16 Harmonize and align statistical standards	No of MS having setup CVRS	Every five 2- 3 years	PAOs (AUC, UNECA, AfDB)
	1.1.9.17 Mobilize MS to improve CRVS	No of MS that setup CVRS	2011-2015	
	1.1.9.18 Mobilize political commitment for resource allocation	% of national budget allocated to CVRS	2011-2015	
	1.1.9.19 Mobilize financial support	No of MS supported	2011-2015	
	1.1.9.20 Facilitate technical support	No of MS supported	2011-2015	
	1.1.9.21 Promote coordination of CRVS with data from censuses and Surveys	Compare CRVS data and Census data and Surveys data	2011-2015	
	1.1.9.22 Monitor the implementation of medium term regional plan of action	Report of the implementation	2011-2015	
	1.1.9.23 Provide technical support	No of MS supported	2011-2015	
	1.1.9.24 Provide financial support	No of MS supported	2011-2015	
	1.1.9.25 Advocate for national funding	No of MS supported	2011-2015	
	1.1.9.26: Promote coordination of CRVS with data from censuses and HHSs	Compare CRVS data and Census data and Surveys data	2011-2015	
1.1.10 Develop statistics on governance				
Statistical information on: Peace and security Governance	1.1.10.1 Develop (reinforce) a statistical system on governance (administrative sources & surveys) based on agreed upon indicator system in Africa.	Statistical system on governance set up.	2011-2015	Member States
	1.1.10.2 Design formats	Design formatted	2011-2015	
	1.1.10.3 Provide support to statistical units in	Statistical units in relevant MDAs	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	relevant MDAs	provided		
	1.1.10.4 Design data Management Information system (MIS)	Design of MIS setup	2011-2015	
	1.1.10.5 Mobilize resources	Budget for statistics focusing on governance within relevant MDA budget	2011-2015	
	1.1.10.6 Collect data on governance	Data collected	2011-2015	
	1.1.10.7 Align to statistical standards	Standards aligned	2011-2015	
	1.1.10.8 Mainstream an action plan on governance in the NSDS	Governance data mainstreamed into NSDS framework	2011-2015	
	1.1.10.9 Inclusion of governance issues within HHSs.	Governance issue include on the HHSs	2011-2015	
	1.1.10.10 Harmonize and align statistical standards	No of MS that set up statistical system on governance.	Every five years	RECs
	1.1.10.11 Mobilize MS to improve data on governance	No of MS supported	2011-2015	
	1.1.10.12 Mobilize political commitment for resource allocation	% of budget allocated to relevant MDA for the production of data on governance	2011-2015	
	1.1.10.13 Mobilize financial support	No of MS supported	2011-2015	
	1.1.10.14 Facilitate technical support	No of MS supported	2011-2015	
	1.1.10.15 Harmonize and align statistical standards	No of MS that set up statistical system on governance	Every five years	PAOs (AUC, UNECA, AfDB)
	1.1.10.16 Mobilize MS to improve data on governance	No of MS supported	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.1.10.17 Mobilize political commitment for resource allocation	% of budget allocated to relevant MDA for the production of data on governance	2011-2015	
	1.1.10.18: Mobilize financial support	No of MS supported	2011-2015	
	1.1.10.19 Facilitate technical support	No of MS supported	2011-2015	
	1.1.10.20 Develop action plan for the production of data on governance	Action plan developed	2011-2015	
	1.1.10.21 Provide technical support	No of MS supported	2011-2015	Development Partners
	1.1.10.22 Provide financial support	No of MS supported	2011-2015	
	1.1.10.23 Advocate for national funding	% of budget allocated to relevant MDA for the production of data on governance	2011-2015	

1.2 Strategic objective: To transform existing Statistics for comparability

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
1.2.1 Adopt reprocessing and adjustment methodologies				
Manuals on reprocessing and adjustment methodologies	1.2.1.1 Participate in the reprocessing and adjustment processes	Participation in the process	2011-2015	Member states
	1.2.1.2 Develop reprocessing and adjustment methodologies	Methodologies developed	2011-2015	RECS
	1.2.1.3 Disseminate methodologies to MS	Methodologies disseminated and used	2011-2015	
	1.2.1.4 Train MS representatives on the methodologies	No of MS with representatives trained	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.2.1.5 Implement the methodologies	No of MS with representatives trained	2011-2015	
	1.2.1.6 Coordinate with RECs development of common reprocessing and adjustment methodologies	Common methodologies developed	2011-2015	PAOs (AUC, UNECA, AfDB)
	1.2.1.7 Disseminate methodologies to MS	Common methodologies disseminated and used	2011-2015	
	1.2.1.8 Train MS representatives on the methodologies	No of MS with representatives trained	2011-2015	
	1.2.1.9 Implement the methodologies	No of MS with representatives trained	2011-2015	
	1.2.1.10 Work with PAOs to develop and validate common methodologies for reprocessing and adjustment	Common methodologies for reprocessing and adjustment adopted	2011-2015	Development Partners
	1.2.1.11 Provide financial support	No of RECs and PAOs supported	2011-2015	
1.2.2. Produce and validate comparable data				
Published comparable data	1.2.2.1 Participate in training on common methodologies	No of MS representatives trained	2011-2015	Member states
	1.2.2.2 Produce data using common methodologies	Methodologies used	2011-2015	
	1.2.2.3 Use national coordination mechanism to validate data	Data sets validated through national coordination mechanism	2011-2015	
	1.2.2.4 Establish national coordination mechanisms where they don't exist	Data sets validated through national coordination mechanism	2011-2015	
	1.2.2.5 Train MS on common methodologies	No of MS representatives trained	2011-2015	RECS

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	1.2.2.6 Compile data from MS	Comparable data sets	2011-2015	PAOs (AUC, UNECA, AfDB)
	1.2.2.7 Reprocess data from MS using common methodologies	Validated data sets	2011-2015	
	1.2.2.8 Validate data from MS	Validated data sets	2011-2015	
	1.2.2.9 Coordinate with RECs on compilation and validation of data sets.	No of MS representatives trained	2011-2015	
	1.2.2.10 Train MS and RECs representatives on common methodologies	Comparable data sets	2011-2015	
	1.2.2.11 Reprocess data from RECs and MS using common methodologies	Validated data sets	2011-2015	
	1.2.2.12 Work with PAOs and RECs to compile comparable data	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	1.2.2.13 Provide technical support	No of MS, RECs and PAOs supported	2011-2015	
	1.2.2.14 Provide financial support	No of MS, RECs and PAOs supported	2011-2015	

1.3. Strategic Objective: To harmonise standards and methods of statistical production

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
1.3.1 Adapt International Standards and Methods(ISMs) to African realities				
Manuals on common standards and methods	1.3.1.1 Create awareness about ISMs through training workshops	No of workshops organise	2011-2015	Member states
	1.3.1.2 Mainstreaming ISMs in the	No of MS representatives trained	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	curricular of STCs			
	1.3.1.3 Adapt ISMs to national specificities	Manuals implemented	2011-2015	
	1.3.1.4 Create awareness about ISMs through training workshops	No of workshops organised	2011-2015	RECs
	1.3.1.5 Mainstreaming ISMs in the curricular of STCs.	No of MS representatives trained	2011-2015	
	1.3.1.6 Adapt ISMs to national specificities	Manuals implemented	2011-2015	
	1.3.1.7 Work with PAOs and development partners to develop manuals	Manuals implemented	2011-2015	
	1.3.1.8 Create awareness about ISMs through training workshops	No of workshops organised	2011-2015	PAOs (AUC, UNECA, AfDB)
	1.3.1.9 Mainstreaming ISMs in the curricular of STCs.	No of MS representatives trained	2011-2015	
	1.3.1.10 Adapt ISMs to national specificities	Manuals implemented	2011-2015	
	1.3.1.11 Work with RECs and Development partners to develop manuals	Manuals implemented	2011-2015	
	1.3.1.12 Create awareness about ISMs through training workshops	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	1.3.1.13 Work with RECs and PAOs to develop manuals	No of MS, RECs and PAOs supported	2011-2015	
	1.3.1.14 Provide financial support	No of MS, RECs and PAOs supported	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
1.3.2 Implement adopted common standards and methods				
Harmonised statistics	1.3.2.1 Participate in the reprocessing and adjustment processes	Participation in the process	2011-2015	Member states
	1.3.2.2 Develop reprocessing and adjustment methodologies.	Methodologies developed	2011-2015	RECs
	1.3.2.3 Disseminate methodologies to MS	Methodologies disseminated and used	2011-2015	
	1.3.2.4 Train MS representatives on the methodologies	No of MS with representatives trained	2011-2015	
	1.3.2.5 Implement the methodologies	No of MS with representatives trained	2011-2015	
	1.3.2.6 Coordinate with RECs development of common reprocessing and adjustment methodologies	Common methodologies developed	2011-2015	PAOs (AUC, UNECA, AfDB)
	1.3.2.7 Disseminate methodologies to MS	Common methodologies disseminated and used	2011-2015	
	1.3.2.8 Train MS representatives on the methodologies	No of MS with representatives trained	2011-2015	
	1.3.2.9 Implement the methodologies	No of MS with representatives trained	2011-2015	
	1.3.2.10 Work with PAOs to develop and validate common methodologies for reprocessing and adjustment	Common methodologies for reprocessing and adjustment adopted	2011-2015	Development Partners
	1.3.2.11 Provide financial support	No of RECs and PAOs supported	2011-2015	

Annex 2

STRATEGIC THEME 2: To coordinate the production of quality statistics for Africa

2.1. To strengthen cooperation among Institutions within the African Statistical System

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
2.1.1 Strengthen the ASCC (African Statistical Coordination Committee)				
Common agenda on statistical activities among pan-African institutions	2.1.1.1 Participate in implementation of ASCC activities	ASCC activities implemented	2011-2015	Member states
	2.1.1.2 Provide feedback on implementation of ASCC work programme	Feedback on implementation of ASCC work programme	2011-2015	
	2.1.1.3 Participate in ASCC meetings	Feedback on implementation of ASCC work programme	2011-2015	RECs
	2.1.1.4 Provide feedback on implementation of ASCC work programme	ASCC activities implemented No of MS and RECs providing feedback on implementation of ASCC work programme	2011-2015	
	2.1.1.5 Review MOU among ASCC members	MOU reviewed	2011-2015	PAOs (AUC, UNECA, AfDB)
	2.1.1.6 Compile a common annual work programme	Common Annual program prepared	2011-2015	
	2.1.1.7 Disseminate the work programme to MS	No of RECs participating in ASCC meetings	2011-2015	
	2.1.1.8 Jointly implement identified activities	ASCC activities implemented	2011-2015	
	2.1.1.9 Monitor and evaluate implementation of the common work programme	No of MS and RECs providing feedback on implementation of ASCC work programme	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.1.1.10 Inform the Committee for Coordination of Statistical Activities (CCSA)	No of MS and RECs providing feedback on implementation of ASCC work programme	2011-2015	
	2.1.1.11 Support the implementation of the programme	No of activities supported	2011-2015	Development Partners
	2.1.1.12 CCSA to take into account ASCC work programme	No of activities supported	2011-2015	
2.1.2. Create statistics function at those RECs without one (AMU, CEN-SAD, ECCAS, IGAD)				
Functional statistics entities	2.1.2.1 Advocate for the creation of statistical units within RECs		2-3 years	Member States
	2.1.2.2 Advocate for the creation of statistical units	Statistical units created	2-3 years	RECs
	2.1.2.3 Create statistical units	Statistical units created	2-3 years	
	2.1.2.4 Advocate for the creation of statistical units within RECs	No of statistical units created	2-3 years	PAOs (AUC, UNECA, AfDB)
	2.1.2.5 Advocate for the creation of statistical units within RECs	No of statistical units supported	2-3 years	Development Partners
	2.1.2.6 Support statistical units	No of statistical units supported	2-3 years	
2.1.3. Strengthen the statistics function of RECs				
Functional statistics entities Common regional statistical programmes and profiles	2.1.3.1 Advocate for the strengthening of statistical function within RECs		2-3 years	Member States
	2.1.3.2 Advocate for the strengthening of statistical function	Status of Statistical units	2-3 years	RECs
	2.1.3.3 Make statistical units operational	% of budget allocated	2-3 years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.1.3.4 Allocate sufficient resources to statistics activities	No of professional staff members	2-3 years	
	2.1.3.5 Establish a policy and strategy on statistics	Policy and strategy on statistics in place	2-3 years	
	2.1.3.6 Advocate for the strengthening of statistics function within RECs	Status of Statistical units	2-3 years	PAOs (AUC, UNECA, AfDB)
	2.1.3.7 Provide support to statistical units	Status of Statistical units	2-3 years	
	2.1.3.8 Advocate for the creation of statistical units within RECs	No of statistical units supported	2-3 years	Development Partners
	2.1.3.9 Support statistical units	No of statistical units supported	2-3 years	

2.2. To establish an effective coordination mechanism

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
2.2.1. Implement a coordination framework for the ASS				
Coordination framework	2.2.1.1 Define and describe the NSS	Coordination mechanism in place	2011-2014	Member States
	2.2.1.2 Implement the coordination mechanism	Coordination mechanism in place	2011-2014	
	2.2.1.3 Implement the coordination mechanism	Coordination mechanism in place	2011-2014	RECs
	2.2.1.4 Define and describe the ASS	ASS well defined	2011-2014	PAOs (AUC, UNECA, AfDB)
	2.2.1.5 Describe structures of the ASS	Coordination framework developed	2011-2014	
	2.2.1.6 Develop coordination framework	Mechanism implemented	2011--2014	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	for the ASS			
	2.2.1.7 Implement the coordination mechanism	Mechanism implemented	2011-2014	
	2.2.1.8 Provide support	Coordination mechanisms supported	2011-2014	Development Partners
2.2.2. Implement African Charter on Statistics (ACS)				
Review reports on implementation of the Charter	2.2.2.1 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	Member states
	2.2.2.2 Sign the charter	Charter signed	2011-2013	
	2.2.2.3 Ratify the charter	Charter ratified	2011-2013	
	2.2.2.4 Implement charter	Charter implemented	2011-2013	
	2.2.2.5 Create awareness among policy makers	No of meetings and events organized to raise awareness	2011-2013	RECs
	2.2.2.6 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.7 Implement charter	Charter implemented	2011-2013	
	2.2.2.8 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	PAOs (AUC, UNECA, AfDB)
	2.2.2.9 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.10 Implement charter	Charter implemented	2011-2013	
	2.2.2.11 Monitor the signing and ratification	No of MS signed and ratified the ACS	2011-2013	
	2.2.2.12 Monitor and evaluate the implementation of ACS	Reports produced	2011-2013	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.2.2.13 Create awareness among policy makers and statisticians	No of meetings and events organized to raise awareness	2011-2013	Development Partners
	2.2.2.14 Support the signing and ratification process	No of MS supported	2011-2013	
	2.2.2.15 Implement charter	Charter implemented	2011-2013	
2.2.3 Strengthen the statistics function at pan-African organizations and especially at the AUC				
Functional Statistics Department at the AUC	2.2.3.1 Support strengthening of statistical function at PAOs	Statistical function strengthened	2011-2015	Member states
	2.2.3.2 Support strengthening of statistical function at PAOs	Statistical function strengthened	2011-2015	RECs
	2.2.3.3 Advocate for the strengthening of statistical function	Status upgraded to department	2011-2014	PAOs (AUC, UNECA, AfDB)
	2.2.3.4 Upgrade the status of the statistics division at the AUC	% of budget allocated	2011-2014	
	2.2.3.5 Establish a policy and strategy on statistics	No of professional staff members	2011-2014	
	2.2.3.6 Allocate sufficient resources to statistics activities	Statistics policy and strategy in place	2011-2014	
	2.2.3.7 Support strengthening of statistical function at PAOs	Statistical function strengthened	2011-2015	Development Partners
2.2.4 Establish an independent African Statistical Institute(AfSI)				
Functional, independent, African Statistical Development Institution	2.2.4.1 Advocate for the creation of AfSI	AfSI created	2011-2015	Member states
	2.2.4.2 Advocate for the creation of AfSI	AfSI created	2011-2015	RECs

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.2.4.3 Advocate for the creation of AfSI	AfSI created	2011-2014	PAOs (AUC, UNECA, AfDB)
	2.2.4.4 Advocate for the creation of AfSI	AfSI supported	2011-2015	Development
	2.2.4.5 Support AfSI	AfSI supported	2011-2015	Partners

2.3 Strategic objective: To define statistical priorities to implement the integration agenda

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
2.3.1 Identify statistical priorities				
Compendium of statistical priorities	2.3.1.1 Identify statistical priorities	Statistical priorities identified	2-3 years	Member States
	2.3.1.2 Mainstreaming statistical priority to the NSDS	Statistical priorities mainstreamed	2-3 years	
	2.3.1.3 Produce compendium of statistical priorities	Compendium of statistical activities produced	2-3 years	
	2.3.1.4 Support MS in identifying statistical priorities	No of MS supported in identifying Statistical priorities	2-3 years	RECs
	2.3.1.5 Support MS in mainstreaming statistical priority to the NSDS	Number of MS supported in mainstreaming statistical priorities to NSDS	2-3 years	
	2.3.1.6 Support MS in production of compendium of statistical priorities	Compendium of statistical activities produced	2-3 years	
	2.3.1.7 Compile regional statistical priorities	Compendium of statistical activities produced	2-3 years	
	2.3.1.8 Support MS in identifying statistical priorities	No of MS supported in identifying Statistical priorities	2-3 years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.3.1.9 Support MS in mainstreaming statistical priority to the NSDS	Number of MS supported in mainstreaming statistical priorities to NSDS	2-3 years	
	2.3.1.10 Support MS in production of compendium of statistical priorities	Compendium of statistical activities produced	2-3 years	
	2.3.1.11 Compile African statistical priorities	Compendium of statistical activities produced	2-3 years	
	2.3.1.12 Support MS,RECs and PAOs to identify statistical priorities	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	2.3.1.13 Support MS,RECs and PAOs in mainstreaming statistical priority into the NSDS	No of MS, RECs and PAOs supported	2011-2015	
	2.3.1.14 Support in the production of compendiums of statistical priorities	No of MS, RECs and PAOs supported	2011-2015	
2.3.2 Select and define priority statistical indicators				
List of statistical indicators with their definitions	2.3.2.1 Select and define priority statistical indicators	Priority Statistical indicators selected and defined	2-3 years	Member States
	2.3.2.2 Mainstreaming priority statistical indicators into NSDS	Priority statistical indicators mainstreamed	2-3 years	
	2.3.2.3 Produce compendium of priority statistical indicators	No of compendium of priority statistical indicators produced	2-3 years	
	2.3.2.4 Work with MS to select and define priority statistical indicators	Priority Statistical indicators selected and defined	2-3 years	RECs
	2.3.2.5 Support MS in mainstreaming priority statistical indicators into NSDS	No of MS supported in mainstreaming Priority statistical indicators	2-3 years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	2.3.2.6 Produce regional compendium of priority statistical indicators	No of regional compendiums of priority statistical indicators produced	2-3 years	
	2.3.2.7 Work with MS and RECs to select and define priority statistical Indicators	Priority Statistical indicators selected and defined	2-3 years	PAOs (AUC, UNECA, AfDB)
	2.3.2.8 Support MS in mainstreaming priority statistical indicators into NSDS	No of MS supported in mainstreaming Priority statistical indicators	2-3 years	
	2.3.2.9 Produce continental compendium of priority statistical indicators	No of African compendiums of priority statistical indicators produced	2-3 years	
	2.3.2.10 Support MS, RECS, PAOs to select and define priority statistical indicators	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	2.3.2.11 Support MS, RECs and PAOs in mainstreaming priority statistical indicators into NSDS	No of MS, RECs and PAOs supported	2011-2015	
	2.3.2.12 Support the production of national, regional and continental compendium of priority statistical indicators	No of MS, RECs and AOs supported	2011-2015	

Annex 3

STRATEGIC THEME 3: To build sustainable institutional capacity of the African Statistical System

3.1. To reform and enhance National Statistical Systems

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
3.1.1 Adopt statistical laws and regulatory frameworks consistent with the Charter				
Up-to-date and conducive statistical laws	3.1.1.1 Update statistics acts consistent with AfCS	Statistics acts updated and implemented	2011-2015	Member states
	3.1.1.2 Implement the law	Statistics acts updated and implemented	2011-2015	
	3.1.1.3 Support MS to update statistics acts	No of MS supported to update and implement statistics acts	2011-2015	RECs
	3.1.1.4 Support MS to implement updated statistics acts	No of MS supported to update and implement statistics acts	2011-2015	
	3.1.1.5 Support MS to update statistics acts	No of MS supported to update and implement statistics acts	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.1.1.6 Support MS to implement updated statistics acts	No of MS supported to update and implement statistics acts	2011-2015	
	3.1.1.7 Support MS to update statistics acts	No of MS supported to update and implement statistics acts	2011-2015	Development Partners
	3.1.1.8 Support MS to implement updated statistics acts	No of MS supported to update and implement statistics acts	2011-2015	
3.1.2 Establish autonomous NSOs				
Autonomous NSOs	3.1.2.1 Advocate among decision makers for the establishment of	Autonomous NSOs established	2011-2015	Member states

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
Functional statistics boards, councils, associations, etc.	autonomous NSOs			
	3.1.2.2 Create awareness among statisticians about need for autonomy	Sufficient resources allocated	2011-2015	
	3.1.2.3 Provide effective governance and Leadership	No of effective governance structures	2011-2015	
	3.1.2.4 Provide sufficient resources for effective autonomous NSOs	No of effective governance structures	2011-2015	
	3.1.2.5 Advocate among decision makers for the establishment of autonomous NSOs	No of NSOs with autonomous status	2011-2015	RECS
	3.1.2.6 Support MS to establish autonomous NSOs	No of NSOs with autonomous status	2011-2015	
	3.1.2.7 Advocate among decision makers for the establishment of autonomous NSOs	No of NSOs with autonomous status	2011-2015	PAOs (AUC, UNECA, AfDB)
	- Support MS to establish autonomous NSOs	No of NSOs with autonomous status	2011-2015	
	- Advocate among decision makers for the establishment of autonomous NSOs	No of MS supported to establish autonomous NSOs	2011-2015	Development Partners
	- Support MS to establish autonomous NSOs	No of MS supported to establish autonomous NSOs	2011-2015	
3.1.3 Mainstream statistics in national policy and planning frameworks				
Statistics identified as a cross-cutting sector to be targeted for development	3.1.3.1 Advocate for mainstreaming statistics in national policy and planning frameworks	Statistics mainstreamed into national development framework	2011-2015	Member states

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.1.3.2 Create awareness among statisticians about the need to mainstream statistics in national policy and planning frameworks	Statistics mainstreamed into national development framework	2011-2015	
	3.1.3.3 Mainstream statistics in national policy and planning frameworks	Statistics mainstreamed into national development framework	2011-2015	
	3.1.3.4 Advocate for mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	RECs
	3.1.3.5 Support MS in mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	
	3.1.3.6 Advocate for mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.1.3.7 Support MS in mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	
	3.1.3.8 Advocate for mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	Development Partners
	3.1.3.9 Support MS in mainstreaming statistics in national policy and planning frameworks	No of MS supported	2011-2015	
	3.1.4. Develop NSDS			
- NSDS - Implementation plan	3.1.4.1 Advocate for the development of NSDS	NSDS developed	Every 5 years	Member states
	3.1.4.2 Develop NSDS in line with	NSDS developed	Every 5 years	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
<ul style="list-style-type: none"> - Investment Plan - Monitoring plan - Monitoring report 	internationally agreed principles and essentials			
	3.1.4.3 Implement the NSDS	NSDS developed	Every 5 years	
	3.1.4.4 Monitor and evaluate NSDS	NSDS developed	Every 5 years	
	3.1.4.5 Advocate for the development of NSDS	Number of countries that develop a NSDS	2011-2015	RECs
	3.1.4.6 Support MS to develop NSDS in line with internationally agreed principles and essentials	Number of countries that develop a NSDS	2011-2015	
	3.1.4.7 Support the Implementation of NSDS	Reports produced	2011-2015	
	3.1.4.8 Support the monitoring and evaluation of NSDS	Reports produced	2015	
	3.1.4.9 Advocate for the development of NSDS	Number of countries that develop a NSDS	2011-2015	
	3.1.4.10 Support MS to develop NSDS in line with internationally agreed principles and essentials	Number of countries that develop a NSDS	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.1.4.11 Support the Implementation of NSDS	Reports produced	2011-2015	
	3.1.4.12 Support the monitoring and evaluation of NSDS	Reports produced	2011-2015	
	3.1.4.13 Advocate for the development of NSDS	No of countries supported	2011-2015	
	3.1.4.14 Support MS to develop NSDS in line with internationally agreed	No of countries supported	2011-2015	Development Partners

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	principles and essentials			
	3.1.4.15 Support the Implementation of NSDS	Progress reports produced	2011-2015	
	3.1.4.16 Support the monitoring and evaluation of NSDS	Progress reports produced	2011-2015	
3.1.5 Create sustainable funding for statistical activities				
- African Statistics Fund - National Statistics Funds	3.1.5.1 Advocate for investment in statistics	Sustainable funding mechanisms established	2011-2015	Member states
	3.1.5.2 Advocate for the creation of effective funding mechanism for statistical activities (e.g. national statistics fund)	Sustainable funding mechanisms established	2011-2015	
	3.1.5.3 Establish sustainable funding mechanism (e.g. national statistical fund)	Sustainable funding mechanisms established	2011-2015	
	3.1.5.4 Advocate for donor funding using flexible mechanisms such as basket funding as a stop gap measure -Advocate for investment in statistics	Sustainable funding mechanisms established	2011-2015	
	3.1.5.5 Advocate for the creation of effective funding mechanism for statistical activities (e.g. national statistics fund)	No of MS supported	2011-2015	RECs
	3.1.5.6 Support establishment of sustainable funding mechanisms (e.g. national statistical fund)	No of MS supported	2011-2015	
	3.1.5.7 Advocate for donor funding using flexible mechanisms such as basket	No of MS supported	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	funding as a stop gap measure			
	3.1.5.8 Advocate for investment in statistics	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.1.5.9 Advocate for the creation of effective funding mechanism for statistical activities (e.g. national statistics fund)	No of MS supported	2011-2015	
	3.1.5.10 Support establishment of sustainable funding mechanism (e.g. national statistical fund)	African statistical fund created	2011-2015	
	3.1.5.11 Advocate for donor funding using flexible mechanisms such as basket funding as a stop gap measure	African statistical fund created	2011-2015	
	3.1.5.12 Create African statistical fund	African statistical fund created	2011-2015	
	3.1.5.13 Advocate for investment in statistics	No of MS supported	2011-2015	
	3.1.5.14 Advocate for the creation of effective funding mechanism for statistical activities (e.g. national statistics fund)	No of MS supported	2011-2015	
	3.1.5.15 Support establishment of sustainable funding mechanism (e.g. national statistical fund, African statistical fund)	Amount of budget allocated for establishment of funding mechanisms	2011-2015	
3.1.6 Conduct peer reviews				
Peer review reports on national statistical systems	3.1.6.1 Create awareness on the importance of peer review	Peer review report	2011-2015	Member states

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.1.6.2 Include peer review in the design of NSDS	Peer review report	2011-2015	
	3.1.6.3 Participate in peer review	Recommendation of peer review implemented	2011-2015	
	3.1.6.4 Implementation of the recommendation of peer review	Recommendation of peer review implemented	2011-2015	
	3.1.6.5 Advocate for the peer review of NSS	No of MS supported	2011-2015	RECs
	3.1.6.6 Support peer review	No of MS supported	2011-2015	
	3.1.6.7 Support MS in the implementation of recommendations	No of MS supported	2011-2015	
	3.1.6.8 Advocate for the peer review of NSS	No of MS peer reviewed	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.1.6.9 Prepare guidelines	Guidelines completed	2011-2015	
	3.1.6.10 Conduct peer review in collaboration with RECs	Report on peer review produced	2011-2015	
	3.1.6.11 Support MS in the implementation of recommendations	Progress report produced	2011-2015	
	3.1.6.12 Monitor and evaluate the implementation of recommendations in collaboration with RECs	Progress report produced	2011-2015	
	3.1.6.13 Support peer review exercises	No of MS supported	2011-2015	Development Partners
	3.1.6.14 Support MS in the implementation of recommendations	No of MS supported	2011-2015	

3.2 To build sustainable statistical Capacity

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
3.2.1 Strengthen African Group on Statistical Training (AGROST)				
- Training standards - Standardised curricula	3.2.1.1 Create awareness about AGROST	AGROST action plan implemented	2011-2015	Member states
	3.2.1.2 Implement AGROST action plan	National training policies and programmes developed	2011-2015	
	3.2.1.3 Develop national training policies and programmes in the context of AGROST and NSDS	National training policies and programmes developed	2011-2015	
	3.2.1.4 Implement AGROST action plan	AGROST action plan implemented	2011-2015	STCs
	3.2.1.5 Participate in the development of harmonized training programmes	Participated in the development of harmonized training programmes	2011-2015	
	3.2.1.6 Implement national training programmes	National training programmes implemented	2011-2015	
	3.2.1.7 Develop harmonised training programmes	No of harmonized programmes developed	2011-2015	RECs
	3.2.1.8 Support implementation of AGROST action plan	No of MS supported	2011-2015	
	3.2.1.9 Support implementation of national training policies and programmes	No of MS supported	2011-2015	
	3.2.1.10 Develop harmonised training programmes	No of harmonized programmes developed	2011-2015	
	3.2.1.11 Support implementation of	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	AGROST action plan			
	3.2.1.12 Support development and implementation of national training policies and programmes	No of MS supported	2011-2015	
	3.2.1.13 Support implementation of AGROST action plan	No of MS , RECs and PAOs supported	2011-2015	Development Partners
	3.2.1.14 Support development and implementation of national training policies and programmes	No of MS , RECs and PAOs supported	2011-2015	
3.2.2 Establish In-service Training Centres at NSOs or strengthen them if they already exist				
- Training centres established - Training centres strengthened	3.2.2.1 Establish statistical training programme at intermediate and low level	No of Statistical training programmes established	2011-2015	Member states
	3.2.2.2 Establish in-service training centers at the NSOs or strengthen the existing ones	In-service training centers created/strengthened	2011-2015	
	3.2.2.3 Support establishment of statistical training programme at intermediate and low level	No of MS supported	2011-2015	RECs
	3.2.2.4 Support establishment of in-service training centers at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	
	3.2.2.5 Support establishment of statistical training programme at intermediate and low level	No of MS supported	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.2.6 Support establishment of in-service training centers at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.2.2.7 Support establishment of statistical training programme at intermediate and low level	No of MS supported	2011-2015	Development Partners
	3.2.2.8 Support establishment of in-service training centers at the NSOs or strengthen the existing ones	No of MS supported	2011-2015	
3.2.3 Strengthen statistical schools and training centres				
Centres of excellence in all areas of statistical production	3.2.3.1 Support trainees at STCs	No of trainees supported	2011-2015	Member states
	3.2.3.2 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.3 Provide adequate resources and infrastructure	Amount of resources allocated	2011-2015	
	3.2.3.4 Create conducive environment to become a centre of excellence(relevant programmes , high profile teachers, good selection of trainees, etc.)	Conducive environment created	2011-2015	STCs
	3.2.3.5 Market the programme	Programme marketed	2011-2015	
	3.2.3.6 Implement the programme	Programme implemented	2011-2015	
	3.2.3.7 Support trainees at STCs	No of trainees supported at STCs	2011-2015	
	3.2.3.8 Provide scholarships	No of scholarships provided	2011-2015	RECs
	3.2.3.9 Participate in training programmes	No of training programmes RECs participated No of RECs representatives participated in training programmes Number of centres of excellence	2011-2015	
	3.2.3.10 Support trainees at STCs	No of trainees supported at STCs	2011-2015	PAOs (AUC, UNECA,

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.2.3.11 Provide scholarships	No of scholarships provided	2011-2015	AfDB)
	3.2.3.12 Provide adequate resources and infrastructure	No of training programmes PAOs participated	2011-2015	
	3.2.3.13 Participate in training programmes	No of PAOs representatives participated in training programmes	2011-2015	
	3.2.3.14 Implement continental programmes to strengthen STCs (e.g. partnership and networking among STCs)	Continental programme implemented Number of centres of excellence	2011-2015	
	3.2.3.15 Support trainees at STCs	No of trainees supported at STCs	2011-2015	Development Partners
	3.2.3.16 Provide scholarships	No of scholarships provided	2011-2015	
	3.2.3.17 Provide adequate resources and infrastructure	Amount of resources allocated	2011-2015	
3.2.4 Participate in international statistical training/ programmes				
Statisticians trained	3.2.4.1 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	Member states
	3.2.4.2 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.3 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	
	3.2.4.4 Participate in the training programmes	No of trainees that participated in the training	2011-2015	
	3.2.4.5 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	RECs
	3.2.4.6 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
	3.2.4.7 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.2.4.8 Participate in the training programmes	No of trainees that participated in the training	2011-2015	
	3.2.4.9 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	
	3.2.4.10 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.11 Negotiate sponsorship for trainees	No of trainees that participated in the training	2011-2015	
	3.2.4.12 Participate in the training programmes	No of trainees that participated in the training	2011-2015	
	3.2.4.13 Create awareness about the programmes	No of fellowships provided to trainees	2011-2015	Development Partners
	3.2.4.14 Provide fellowship to trainees	No of sponsorships to trainees	2011-2015	
	3.2.4.15 Provide sponsorship to trainees	No of sponsorships to trainees	2011-2015	
3.2.5 Ensure exposure of “Young African Statisticians” (YAS) in line with ISbalo capacity building programme				
Annual report on mentorship and coaching programmes	3.2.5.1 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	Member states
	3.2.5.2 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISbalo programmes	2011-2015	
	3.2.5.3 Participate in the implementation ISbalo programmes	No of YAS that participate in ISbalo programmes	2011-2015	
	3.2.5.4 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015	RECs

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility	
	3.2.5.5 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISbalo programmes	2011-2015	PAOs (AUC, UNECA, AfDB)	
	3.2.5.6 Participate in the implementation ISbalo programmes	No of MS supported to implement ISbalo programme	2011-2015		
	3.2.5.7 Support implementation of ISbalo programmes among MS	No of MS supported to implement ISbalo programme	2011-2015		
	3.2.5.8 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015		
	3.2.5.9 Ensure exposure of YAS in all statistical activities	No of YAS that participate in ISbalo programmes	2011-2015		
	3.2.5.10 Support implementation of ISbalo programmes among MS	No of MS supported to implement ISbalo programme	2011-2015		
	3.2.5.11 Participate in the implementation ISbalo programmes	No of mentorship programmes created	2011-2015		
	3.2.5.12 Create mentorship programmes	No of mentorship programmes created	2011-2015		
	3.2.5.13 Create awareness about different opportunities for capacity building	Number of YAS mentored and coached	2011-2015		Development Partners
	3.2.5.14 Support exposure of YAS in all statistical activities	No of MS supported to implement ISbalo programme	2011-2015		
	3.2.5.15 Support the implementation ISbalo programmes	No of mentorship programmes supported	2011-2015		
	3.2.5.16 Support mentorship programmes	No of mentorship programmes supported	2011-2015		

3.2.6 Establish an African Statistics Training Centre(ASTC)

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
Training Centre for Africa ¹⁰	3.2.6.1 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	Member states
	3.2.6.2 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	
	3.2.6.3 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	RECs
	3.2.6.4 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	
	3.2.6.5 Advocate for the establishment of ASTC	ASTC established	2011-2014	PAOs (AUC, UNECA, AfDB)
	3.2.6.6 Establish the ASTC	Number of courses offered	2011-2014	
	3.2.6.7 Use harmonized curricula developed in the framework of AGROST	Number of people trained Research output	2011-2014	
	3.2.6.8 Advocate for the establishment of ASTC	Establishment of ASTC supported	2011-2015	Development Partners
	3.2.6.9 Support the establishment of the ASTC	Establishment of ASTC supported	2011-2015	

¹⁰In addition to the statistical training in statistics, training will also be given in such vital areas as leadership and management, communication language, retooling and refresher programmes.

3.3. Strategic Objective 3: To establish an effective technological environment

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
3.3.1 Develop a Management Information System (MIS) for monitoring of the integration agenda				
Functional MIS for monitoring the integration agenda	3.3.1.1 Create awareness	Data provided	2011-2015	Member states
	3.3.1.2 Build capacity	Data provided	2011-2015	
	3.3.1.3 Provide data for MIS through procedures such as SDMX	Data provided	2011-2015	
	3.3.1.4 Establish MIS for monitoring of the integration agenda	MIS established	2011-2015	RECs
	3.3.1.5 Use SDMX technologies	SDMX technologies used	2011-2015	
	3.3.1.6 Use selected indicators for monitoring of integration agenda	Number of integration areas/aspects covered	2011-2015	
	3.3.1.7 Establish MIS for monitoring of the integration agenda	MIS established	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.3.1.8 Use SDMX technologies	SDMX technologies used	2011-2015	
	3.3.1.9 Use selected indicators for monitoring of integration agenda	Number of integration areas/aspects covered	2011-2015	
	3.3.1.10 Support Establishment MIS for monitoring of the integration agenda	MIS supported	2011-2015	Development Partners
	3.3.1.11 Use SDMX technologies for information sharing	SDMX technologies used for information sharing	2011-2015	
3.3.2 Build a statistical data warehouse				
Functional statistical data warehouse for data	3.3.2.1 Create awareness	Statistical data ware house created	2011-2015	Member states
	3.3.2.2 Build capacity	Data ware house updated	2011-2015	

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility	
management	3.3.2.3 Create statistical data warehouse	Data ware house updated	2011-2015	RECs	
	3.3.2.4 Update the data ware house	Data ware house updated	2011-2015		
	3.3.2.5 Create awareness	Statistical data ware house created	2011-2015		
	3.3.2.6 Build capacity	Statistical data ware house created	2011-2015		
	3.3.2.7 Create statistical data warehouse	Data ware house updated	2011-2015		
	3.3.2.8 Update the data ware house	Data ware house updated	2011-2015		
	3.3.2.9 Create awareness	Statistical data ware house created	2011-2015	PAOs (AUC, UNECA, AfDB)	
	3.3.2.10 Build capacity	Statistical data ware house created	2011-2015		
	3.3.2.11 Create statistical data warehouse	Data ware house updated	2011-2015		
	3.3.2.12 Update the data ware house	Data ware house updated	2011-2015		
	3.3.2.13 Create awareness	No of MS, RECs and PAOs supported in the creation of Statistical data ware house	2011-2015	Development Partners	
	3.3.2.14 Build capacity	No of MS, RECs and PAOs supported in the creation of Statistical data ware house	2011-2015		
	3.3.2.15 Support creation of statistical data warehouse	No of MS, RECs and PAOs supported in the creation of Statistical data ware house	2011-2015		
	3.3.3 Standardise dissemination tools and platforms				
	Standard dissemination tools	3.3.3.1 Build capacity	Tools and platforms created	2011-2015	Member states

Outputs	Activities	Key Performances Indicators	Timeframe	Responsibility
and platforms	3.3.3.2 Create tools and platforms to disseminate data	Platform updated	2011-2015	
	3.3.3.3 Update the platform	Platform updated	2011-2015	
	3.3.3.4 Build capacity	Tools and platforms created	2011-2015	RECs
	3.3.3.5 Create tools and platforms to disseminate data	Platform updated	2011-2015	
	3.3.3.6 Update the platform	Platform updated	2011-2015	
	3.3.3.7 Build capacity	Tools and platforms created	2011-2015	PAOs (AUC, UNECA, AfDB)
	3.3.3.8 Create standardized tools and platforms to disseminate data	Platform updated	2011-2015	
	3.3.3.9 Update the platform	Platform updated	2011-2015	
	3.3.3.10 Build capacity	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	3.3.3.11 Support the creation of tools and platforms to disseminate data	No of MS, RECs and PAOs supported	2011-2015	

Annex 4

STRATEGIC THEME 4: To promote a culture of quality policy- and decision-making

4.1 Strategic Objective: To drive evidence-based decisions through use of statistics

Outputs	Activities	Key Performances Indicators	Years	Responsibility
4.1.1 Engage policy-makers and legislators, in statistical discourse				
Annual report on engagement with governments, parliaments, civil society and private sector	4.1.1.1 Create awareness among policymakers, parliamentarians, civil society and private sectors about the importance of statistics	Advocacy strategy developed	2011-2015	Member states
	4.1.1.2 Build capacity of users to understand and use data	No of users trained	2011-2015	
	4.1.1.3 Develop an advocacy strategy	Increased use of statistics in Parliamentary debates	2011-2015	
	4.1.1.4 Advocate for investment in statistics	Increased use of statistics in Parliamentary debates	2011-2015	
	4.1.1.5 Create awareness among policymakers, parliamentarians, civil society and private sectors about the importance of statistics	Advocacy strategy developed	2011-2015	RECs
	4.1.1.6 Build capacity of users to understand and use data	No of users trained	2011-2015	
	4.1.1.7 Develop an advocacy strategy	Increased use of statistics in Parliamentary debates	2011-2015	
	4.1.1.8 Advocate for investment in statistics	Increased use of statistics in Parliamentary debates	2011-2015	
	4.1.1.9 Create awareness among policymakers, parliamentarians, civil	Advocacy strategy developed	2011-2015	

Outputs	Activities	Key Performances Indicators	Years	Responsibility
	society and private sectors about the importance of statistics			AfDB)
	4.1.1.10 Build capacity of users to understand and use data	Advocacy strategy implemented	2011-2015	
	4.1.1.11 Develop and implement an advocacy strategy	No of users trained	2011-2015	
	4.1.1.12 Advocate for investment in statistics	Increased use of statistics in Parliamentary debates	2011-2015	
	4.1.1.13 Create awareness among policymakers, parliamentarians, civil society and private sectors about the importance of statistics in countries	No of MS, RECs and PAOs supported	2011-2015	Development Partners
	4.1.1.14 Create awareness among policy makers within development partner organizations	No of MS, RECs and PAOs supported	2011-2015	
	4.1.1.15 Support capacity building of users to understand and use data	No of MS, RECs and PAOs supported	2011-2015	
	4.1.1.16 Advocate and support for investment in statistics	No of MS, RECs and PAOs supported	2011-2015	

4.2 Strategic Objective: To improve communication of statistical information

Outputs	Activities	Key Performances Indicators	Years	Responsibility
4.2.1 Develop a data dissemination strategy				
- Dissemination plan - Manuals on dissemination of	4.2.1.1 Create a unit responsible for data dissemination	Unit for data dissemination created		Member states

statistical information	4.2.1.2 Develop , document and implement data dissemination strategy	Dissemination strategy developed and documented		
	4.2.1.3 Provide for accessibility of micro data for research purposes	Micro data accessible for research purposes		
	4.2.1.4 Create a unit responsible for data dissemination	Unit for data dissemination created		RECs
	4.2.1.5 Develop , document and implement data dissemination strategy	Dissemination strategy developed and documented		
	4.2.1.6 Create a unit responsible for data dissemination	Unit for data dissemination created		PAOs (AUC, UNECA, AfDB)
	4.2.1.7 Develop , document and implement data dissemination strategy	Dissemination strategy developed and documented		
	4.2.1.8 Support creation of a unit responsible for data dissemination	No of MS, RECs and PAOs supported in the creation of unit for data dissemination		Development Partners
	4.2.1.9 Support the development of a data dissemination strategy	No of MS, RECs and PAOs supported for development of data dissemination strategy		
4.2.2 Develop a communication plan				
Approved plan	4.2.2.1 Create a communication unit	Communication unit created		Member states
	4.2.2.2 Recruit experts in mass communication	No of experts on mass communication recruited		
	4.2.2.3 Develop , document and implement communication plan	Communication plan developed, implemented and documented		
	4.2.2.4 Recruit experts in mass communication in the statistical units	No of experts on mass communication recruited		RECs
	4.2.2.5 Develop , document and implement communication plan	Communication plan developed ,implemented and documented		

	4.2.2.6 Recruit experts in mass communication in the statistical unit	No of experts on mass Communication recruited		PAOs (AUC, UNECA, AfDB)
	4.2.2.7 Develop , document and implement communication plan	Communication plan developed implemented and documented		
	4.2.2.8 Support Creation of a unit responsible for communication	No of MS supported in the creation of communication unit		Development Partners
	4.2.2.9 Support the development , documentation and implementation of communication plan	No of MS,RECs and PAOs supported in the development, implementation and documentation of Communication plan		