Report

Roadmap, institutional arrangement and structural organisation of the Institute

December 2014

Report v2.1

Commissioned by: Department for International Development (DFID)

Consultancy to assist in the establishment of the African Union

Institute for Statistics

Prepared by: John Kahimbaara

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Coffey International Development Ltd

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

Abbreviations and Acronyms

AACB	Association of African Central Banks
AAPA	Addis Ababa Plan of Action for Statistical Development in the 1990s
ACBF	African Capacity Building Foundation
ACS	African Charter on Statistics
ACS	African Centre for Statistics
AfDB	African Development Bank
AEC	African Economic Community (AEC)
AFRITAC	Africa Regional Technical Assistance Centers
AFRISTAT	L'Observatoire Economique et Statistique d'Afrique Subsaharienne [Economic and Statistical Observatory of sub-Saharan Africa]
AGSHa	African Group on Statistical Harmonisation
AGNA	African Group on National Accounts
AGROST	African Group on Statistical Training and Human Resources
ARLAC	African Regional Labour Administration Centre
AMU	Arab Maghreb Union
AP-CRVS	African Programme on CRVS
ASCC	African Statistical Coordination Committee
ASI	African Solidarity Initiative
ASSD	Africa Symposium on Statistics Development
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CDC	Cairo Demographic Centre
CEMAC	Communaute Economique et Monétaire d'Afrique Centrale
CEN-SAD	Community of Sahelo-Saharan States
Centre	Pan-African Statistical Training Centre
Charter	African Charter on Statistics
CoDG	Committee of Directors-General of National Statistics Offices

COMESA	Common Market for Eastern and Southern Africa
CPC	Product Classification
CRVS	Civil Registration and Vital Statistics
DFID	Department for International Development (UK)
EAC	East African Community
EASTC	Eastern African Statistical Training Centre
ECA	(United Nations) Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENSAE	Ecole Nationale de la Statistique et de l'Administration Economique
ENSEA	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée
ENSSEA	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée
EU	European Union
EUROSTAT	Statistical Office of the European Union
FAO	Food and Agriculture Organisation
FTA	Free Trade Areas
IGAD	Inter-Governmental Agency on Development
ILO	International Labour Organisation
INSEA	Institut National de Statistique et d'Economie Appliquée
Institute	African Union Institute for Statistics (STATAFRIC)
ISAE	Institute of Statistics and Applied Economics
ISIC	Industrial Classification of All Economic Activities
ISSEA	Institut Sous-Régional de Statistique et d'Economie Appliquée
LC	Lead Country
M&E	Monitoring and evaluation
MIP	Minimum Integration Program
MOU	Memorandum of Understanding
MS	Member State
NEPAD	New Partnership for Africa's Development
NSO	National Statistics Office

NSDS	National Strategy for the Development of Statistics
NSS	National Statistics System
OAU	Organisation of African Unity
PAO	Pan-African Organisation
PIDA	Programme for Infrastructure Development in Africa
REC	Regional Economic Community
RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
SADC	Southern African Development Community
SHaSA	Strategy for the Harmonization of Statistics in Africa
SLA	Service Level Agreement
STATAFRIC	African Union Institute for Statistics
StatCom	Statistical Commission of the United Nations
StatCom-Africa	Statistical Commission of the United Nations Economic Commission for Africa
STC	Specialised Technical Committee
STG	Specialised Technical Group
TOR	Terms of Reference
UK	United Kingdom
UN	United Nations
UNECA	United Nations Economic Commission for Africa

PART 1

Activity 2:

A roadmap for the setting up of the African Union Institute for Statistics
and key priority activities in consultation with strategic partners

Activity 2: Develop the clear roadmap for the setting up of the Institute and it key priority activities in consultation with key strategic partners

1 Introduction

This section outlines both the state of statistical development in Africa, which includes a general overview of statistical organisation in African countries, as well as the structural nature of the statistics challenge.

1.1 Statistical Organisation

At national level production, use and development of statistics are organised within national statistics systems (NSS); at regional level by statistics units within regional economic communities (RECs); and at continental level by statistics units of continental and international organisations.

1.1.1 At national level

The NSS is intended to produce official/national statistics (herein simply referred to as statistics) to be used to inform, monitor and evaluate planning; development policies; development programmes, projects and interventions; and decision making. At the centre of the NSS is the National Statistics Office (NSO) with the mandate to coordinate statistical activity. The NSS usually depends on statistical training schools for building capacity.

Levels of development of NSSs vary from country to country. However, there is general intent to strengthen these systems. Accordingly some national statistical laws have recently been reviewed or are under review in favour of statistical development including transformation of the status of NSOs to be professionally or even organisationally autonomous. The intent to strengthen NSSs is demonstrated by the development of statistical plans and National Strategies for the Development of Statistics (NSDS) to improve coordination, production and use of statistics.

However, while the efforts to strengthen NSSs and NSOs are noteworthy, they are not sufficient for the production of reliable statistics. First, the profile of statistics in most countries is still low, characterised by low budgets and insufficient infrastructure, human capacity and political support. In some countries institutional and legal reforms are still insufficient. Second, statistical quality, adoption and adaptation of common international or development of peer-agreed standards, and integration and harmonisation of data take second place to churning out numbers, coverage, frequency and disaggregation. In addition, statistical planning in AU member states is not always aligned to the African Statistics Programme as indicated in the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and the African Charter on Statistics.

1.1.2 At Regional Level

Regional Economic Community (REC) organisations are the organs that are mandated to strengthen the statistical capacity of their member states, harmonise statistics (after or before they happen), and assemble, compile and disseminate quality statistical information to inform decision-making at regional level. Statistical activities by the RECs are supplemented by statistical capacity building organisations, especially AFRISTAT and AFRITAC. The ultimate integration level for member states was defined in the 1991 Abuja Treaty as the establishment of an African Economic Community (AEC) linked by a single currency. And the creation of regional economic blocs, RECs, free trade areas

(FTAs) and customs unions for each REC was seen as the appropriate process of establishing the AEC.

Against this backdrop RECs are potential optimal regional partners of the Institute, and feature as such in SHaSA. However, at the moment the contribution of the RECs to statistical coordination, regulation and harmonisation at continental level is relatively minimal for four reasons. First, only a half of RECs have established relatively advanced statistical capabilities - the Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), Southern African Development Community (SADC) and the East African Community (EAC). The other half - Economic Community of Central African States (ECCAS), the Community of Sahel-Saharan States (CEN -SAD), the Intergovernmental Authority for Development (IGAD) and the Arab Maghreb Union (AMU) – have embryonic or non-existent statistical capacity. Second, their statistical programmes including their medium and long term statistical development strategies and plans in support of the regional integration process are aligned neither with each other nor with the continental statistics agenda including the African Charter on Statistics (ACS) and SHaSA. Third, approaches to statistical harmonisation vary among RECs. Fourth, member states' multiple membership of several RECs lead to the multiplicity of data requests that come in different forms depending on the priorities and activities of each REC.

1.1.3   At International Level

Organisations of the United Nations (UN) system as well as multilateral and bilateral institutions assemble and harmonise data for their own use from AU member states. They also collect data mostly on one-off projects usually on a bilateral basis. Quite often they resort to imputations to fill in data gaps. Imputation is the reason why in certain instances published imputed data bear no resemblance to the reality on the ground.

Very often these organisations and institutions finance extensive statistics development programmes, provide technical support towards statistics capacity building and work with members of the African Statistics System to improve statistical development in Africa. The main shortcoming with international efforts is lack of coordination of interventions and the sustainability of the projects they finance.

1.2 Nature of the Statistical Challenge

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

The challenge facing policy implementation has been the inability of policy makers to gauge the success or failure of development policies. A major constraint to successful policy implementation has been a dearth of reliable statistical information with sufficient coverage and quality to guide planning and decision-making, and to measure the performance of development programmes.

The state of statistics systems at national, regional and Africa-wide is characterised by three gaps, namely;

- an information gap;
- a quality gap; and
- a capacity gap.

1.2.1 Statistical Information Gap

The statistical information gap refers to an absolute shortage of statistics at all levels of the African Statistics System. The gap is between users' needs for statistical information and what is both available and usable. At national level a shortage of statistics constrains effective monitoring and evaluation (M&E) of development policies, interventions, programmes and projects at subnational levels. Availability of statistical information at local government levels is a critical success factor for development programmes because it is at these levels that investment in social capital and interventions in development programmes actually takes place. Quite often there is a mismatch between statistical output and user needs because users' needs are not adequately assessed.

1.2.2 Statistical Quality Gap

A statistical quality gap is characterised by inadequate or unknown quality of available data as well as of data in the production pipeline. The following are a characterisation of the quality gap:

- Data items on the same subject collected in the same time period across the same geographic and temporal space are not comparable. Data incomparability occurs even in series from the same producer.

- Available data are not tailored to the needs of users.

- There is no way of pronouncing on the accuracy of the data because they lack metadata as well as detailed and consistent documentation on how the data were collected.

- Data are not available at the time they are needed; what data are available are outdated and in any case they were not collected for the particular use under consideration.

- Data are not assessed for quality against a statistical quality assessment framework.

Statistical quality, defined as "*statistics fit for use*" or *"fit for purpose"*, is key to the legitimacy of statistics. Most data are of questionable quality because they are not produced against a common standard. Lack of standards is a result of lack of coordination.

The main outcome of poor quality data is the cost of misinformation to development efforts and the society. For example, poor quality data costs planning and decision-making dearly by establishing bogus baselines from which currently to monitor. When good quality data become available, there may be clashes with existing trends, which could have both political implications and implications for resource allocation.

1.2.3 Statistical capacity gap

The statistical capacity gap refers to a lack of skills and the presence of an uncommunicative infrastructure. In particular, statistical capacity refers to a combination of three things:

- human resources with particular reference to technical skills and experience which, when combined, give rise to expertise or lack thereof;

- infrastructure or physical structures, especially information technology instruments and networks and organisational structures, especially institutions, that make the production and use of statistics possible through proper handling and management; and

- the application of expertise and infrastructure to produce and use statistics.

Availability of statistical capacity is essential for the removal of the first two gaps – the information and quality gaps. In fact, it is a sufficient and necessary condition for statistical development in any country. There is a general lack of technical and managerial skills essential for statistical development across AU member states.

2 Background

The background to the establishment of the Institute outlines the Decisions of the Assembly of Heads of State and Government as well as the context of the Institute.

2.1 Decisions of the Assembly of Heads of State and Government

Establishment of the African Union Institute for Statistics (STATAFRIC) is a result of a Decision of the 20th Ordinary Session of the Heads of State and Government in Addis Ababa, Ethiopia, on 28 January 2013. The Government of Tunisia is to host the Institute in Tunis. The purpose and mandate of the Institute are summarised in Table 1.

Establishment of a Pan-African Statistical Training Centre in Yamoussoukro at the Institut Polytechnique Felix Houphouet Boigny, Cote d'Ivoire, was a Decision of the 20th Ordinary Session of the Assembly of Heads of State and Government of the AU (held in Addis Ababa, Ethiopia, from 30 to 31 January 2013), followed by a resolution of the Sixth Joint AU Conference of Ministers of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development (held in March 2013 in Abidjan, Côte d'Ivoire). The go-ahead for the Centre to be established was given by a Decision of the 22nd Ordinary Session of the Assembly of Heads of State and Government (held in Addis Ababa, 30-31 January 2014). The purpose and mandate of the Centre are summarised in Table 1.

The Institute will play the role of coordination instruments across AU member states in the area of statistical capacity building.

2.2 Context of the Institute

With the advent of political independence in the early 1960s, African Heads of State and Government sought to integrate African peoples politically, economically, socially and culturally. Although not so specifically worded, the African integration agenda provided the overall objective of the Organisation of African Unity (OAU) which was established in 1963 in Addis Ababa. In order to make the OAU more effective, it was transformed into the present-day African Union (AU) in Lomé, Togo, in 2001.

Initiatives were taken to facilitate implementation of the integration agenda over the years. These include the New Partnership for Africa's Development (NEPAD), the Comprehensive Africa Agriculture Development Programme (CAADP), the African Solidarity Initiative (ASI) and the Programme for Infrastructure Development in Africa (PIDA), among others. However, their impact on growth and integration has not been established due to a lack of reliable statistics. This is a situation Heads of State and Government have always been aware of because the issue of building statistical capacity has been a common thread that has linked the various integration initiatives.

Building of capacity for the production and use of statistics has been one of the recurrent themes starting with the 1990 *Addis Ababa Plan of Action (AAPA) for Statistical Development in the 1990s*; through both its evaluation in 2000 and the subsequent evaluations of national statistics systems of member states; development of the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) in 2006; development of National Strategies for the Development of Statistics (NSDS); development in 2009 of the African Charter on Statistics (ACS); and development in 2010 of the Strategy for the Harmonisation of Statistics in Africa (SHaSA). The Charter provides a framework for development of policies and good practices for the development, production and use of statistics. SHaSA was developed to guide the process of harmonisation of statistics in the areas of: concepts and definitions, adaptation of international or peer-agreed good practices (such as quality frameworks) and use of common methodologies for the production and dissemination of statistics. The purpose of SHaSA is to facilitate comparisons of statistics of AU member states across time through coordination and collaboration of national, regional and international stakeholders.

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

This project constitutes part of the process of implementing the decision of the Assembly of Heads of State and Government to establish the Institute. This part of the process involves establishment of a partnership between the AUC and the Department for International Development (DFID) in the United Kingdom (UK) to mobilise support for the preparation of a roadmap, institutional arrangements and structural organisation of the Institute.

3 Methodology and Approach

The roadmap is a result of a review of documents on the Institute by an Independent Expert Meeting held in Tunis on 1-7 November 2014.

While the terms of reference specify a single roadmap presumably for both the Institute and the Training Centre, separate roadmaps have been developed because the functions of the two institutions are not identical though there may be some areas of overlap. Differences between the functions of the two institutions are indicated in Table 1.

Table 1: Differences in purpose and mandate between the AU Institute for Statistics and the Pan-African Statistical Training Centre

AU Institute for Statistics

• Assemble, harmonise and provide African statistics on the socioeconomic and demographic outlook of Africa in the fields of National Accounts, trade, labour, migration, and Post-2015 indicators in order to shed light on the decisions of African institutions and educate African citizens accordingly;
• Promote the production of official statistics of the African Union mainly by collecting, harmonising and aggregating data published by the National Statistics Institutes of African countries;
• Develop and promote statistical standards and procedures, concepts and definitions, methods, and classifications;
• Lead and coordinate the African Statistics System;
• Develop and coordinate the development and production of statistics within the African Statistics System in order to:
    ○ Optimise existing statistical information;
    ○ Manage and consolidate stakeholder relations, partnerships,

4 Roadmaps for the Institute

The roadmap is about what needs to be done to effect the establishment of the Institute. It takes into account the activity, responsibility, timelines, risks and risk mitigation measures. The roadmap for the Institute was drafted at an Independent Experts Meeting in Tunis convened specifically for consultation on the Institute.

4.1 Roadmap for the establishment of the AU Institute for Statistics

Table 2 below outlines the roadmap for the Institute. The roadmap consists of three phases:

- a Preparatory Phase consisting of 7 activities;
- a Take Off Phase consisting of 6 activities; and
- a Full Implementation Phase consisting of 4 activities.

Table 2.2: The roadmap for the establishment of the AU Institute for Statistics

Phases	Activities	Responsibility	Timelines	Risks	Risk mitigation steps
1 PREPARATION FOR THE INSTITUTE	1.1 Preparation of a technical document on the Institute	AUC and Consultant	November 2014	Unavailability of AUC staff and the consultant	Use of electronic communication
	1.2 Submission of technical document to the meeting of the Committee of Directors-General	AUC	December 2014	Lack of ownership by CoDG Lack of political commitment by CoDG	Advocacy through constant communication
	1.3 Adoption of the statute of the Institute by the Assembly of Heads of State and Government and official launch of the activities of Institute	Government of Tunisia and AUC	January 2015	Lack of ownership by the Assembly Lack of political commitment by the Assembly	Advocacy through constant communication
	1.4 Signing of the Hosting Agreement between the Government of Tunisia and AUC	Government of Tunisia and AUC	February 2015	Unavailability of the Tunisian and AUC authorities	Promote cooperation between Government of Tunisia and AUC authorities through communication
	1.5 Setting up of infrastructure for the Institute (furniture, equipment, partition, computers etc.)	Government of Tunisia and AUC	February 2015	Unavailability of funds	Mobilise financial support from external partners Advocate for fund raising internally (Tunisia and AUC)
	1.6 Development of advocacy strategy for resource mobilisation for the Institute	Government of Tunisia and AUC	February 2015	Unavailability of AUC staff on the project, the consultant and the Tunisian authorities	Intimately involve other AUC staff in the project from early on

	1.7 Preparation of a Progress Report for the Conference of Ministers of Finance, Planning and Economic Development	Government of Tunisia and AUC	March 2015	The report is delayed	Writing of the report should be a continuous process instead of a last minute project
2 TAKE-OFF	2.1 Transfer of all AUC Statisticians to Tunisia	AUC and Government of Tunisia	April 2015	Unavailability of funds	Mobilise financial support from partners
	2.2 Recruitment of local staff	Government of Tunisia and AUC	April – December 2015	Delayed recruitment process	Involve the AUC rather than the Government of Tunisia alone
	2.3 Recruitment of professional staff	AUC	April – December 2015	Availability of funds	Mobilise financial support from partners
	2.4 Recruitment of an expert under EU Pan-African Programme	AUC and Eurostat	April – December 2015	Delayed recruitment	Advertise the position and widely spread the advertisement early, and develop a network for recommendations
	2.5 Implementation of 2015 AU Statistics Programme	African Union Institute for Statistics	April – December 2015	Delayed implementation of the statistics programme	Secure funds in time for engaging an expert for support
	2.6 Preparation of Strategic Plan 2016-2020 of the Institute	African Union Institute for Statistics	April – December 2015	Delayed preparation of the strategic plan	Secure funds in time for engaging an expert for support
3 FULL IMPLEMENTATION OF THE	3.1 Implementation of strategic Plan 2016-	African Union Institute for	January 2016 - December	Delayed implementation of the strategic plan	Secure funds in time for engaging an expert for

INSTITUTE	2020 of the African Union Institute for Statistics	Statistics	2020		support
	3.2 Development of annual Work Programme of the African Union Institute for Statistics	African Union Institute for Statistics	Every year	Delayed development of the annual work programme	Secure funds in time for engaging an expert for support
	3.3 Recruitment step by step of the staff	African Union Institute for Statistics	January 2016 to December 2020	Availability of funds	Secure funds in time
	3.4 Monitoring and evaluation of the 2016-2020 Strategic Plan and the Annual Work Programme	African Union Institute for Statistics	January 2016 to December 2020	Delayed monitoring and evaluation of the strategic plan and annual work programme	Implement on a continuous basis rather than all at once

SET-UP OF AU INSTITUTE FOR STATISTICS – DECEMBER 2014

4.1.1 Phase 1: Preparation for the Institute

The Preparatory Phase consists of activities that constitute a precondition for the establishment of the Institute. Brief descriptions of the activities are provided below. (The numbers in brackets relate to those in the table).

(1.1) Preparation of a technical document on the Institute

This activity covers the following: vision, mission, values, strategic outcomes, institutional arrangements, and organisational structure for the Institute to be established.

- Vision:

  To be the centre of reference for quality statistics on Africa

- Mission:

  To lead in the provision and promotion of quality statistics, statistical information and good practice in support of the African Integration Agenda

  In particular, we aim:

  - To provide the statistical information needed to design, implement, monitor and evaluate African policies;

  - To develop and promote standards, methods and procedures that allow the cost effective production and dissemination of comparable and reliable statistics throughout the AU and beyond;

  - To steer the African Statistics System, develop standards and procedures, strengthen cooperation among its partners, build capacity and ensure its leading role in official statistics world-wide.

- Values:

  The Institute unequivocally subscribes to the following set of values:

  - **Professional independence** – as defined in Principle 1 of the African Charter on Statistics1;

  - **Equity** – Provision to all member states and regional institutions with equity of service;

  - **Solidarity** – The Institute will promote cooperation and technical assistance among member States;

  - **Stakeholder participation** – The Institute will be open to participation by stakeholders; and

  - **Transparency and accountability** – The Institute will endeavour to be transparent and accountable in all its operations.

- Strategic outcomes:

The Institute and the African Statistics System will be driven by the following strategic outcomes:

  - African statistics that are trusted and credible

    The key drivers for increasing trust and confidence in African statistics are increased usage of official statistics, transparency of methodology, independence in production and increased use in evidence-based decision-making.

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[1] Assembly (of Heads of State and Government), 2009, *African Charter on Statistics*, 12th Ordinary Session of the Assembly, Addis Ababa, Ethiopia

- An informed African Integration Agenda that strengthens integration, peace and prosperity for all Africans

  An African Statistics System that enables the increased usage of official statistics in planning, monitoring and evaluation, policy development and decision-making will be a key indicator for informed development

- Sustained statistical capacity and capability

  A learning culture, continuous and sustained supply of statistical, economic, demographic and social science skills will increase the ability of the statistics system to produce quality statistics

- Partnerships in the development and sharing of best practice in statistics

  Harnessing strategic partnerships and following international best practice and standards will increase the supply and quality of official statistics produced in the statistics system

- Institutional arrangements:

  [This item is the subject of Activity 3 in Part 2 of the Report. Accordingly we only refer to it here.]

  Institutional arrangements are the policies, systems, and processes that organisations use to legislate, plan and manage their activities efficiently and to effectively coordinate with others in order to fulfil their mandates.

- Organisational structure:

  [This item is also the subject of Activity 3 in Part 2 of the Report. Accordingly we only refer to it here.]

  Organisational structure of the Institute involves a mapping of the hierarchical arrangement of lines of authority, communications, rights and duties to positions and tasks of the Institute. The Institute's organisational structure will determine how the roles, power and responsibilities are assigned, controlled and coordinated; and how information will flow between the different levels of management.

(1.2) Submission of the technical document to the meeting of the Committee of Directors-General

Constituting the same forum as the Statistical Commission (StatCom-Africa) of UNECA, the Committee of Directors-General (CoDG) of African NSOs holds annual meetings to discuss issues of statistical development in Africa (implementation of SHaSA) and report to the joint AU-ECA Conference of African Ministers of Finance, Planning and Economic Development. This is part of the Committee's TOR. Thus, once it approves the technical document, the Committee will present it to the joint AU-ECA Conference of African Ministers of Finance, Planning and Economic Development.

(1.3) Adoption of the statute of the Institute by the Assembly of Heads of State and Government and official launch of the activities of the Institute

[This item is the subject of Activity 3 in Part 2 of the Report. Accordingly we only address it very briefly here.]

Establishment of the Institute has to get the legal go-ahead through adoption of a statute and being officially launched by the Assembly of Heads of State and Government.

This is also the moment the positioning of the Institute relative to organisational structure of the AUC should be statutorily established. Stakeholders established the following guiding principles for positioning the Institute:

- **Convening power** to call upon high level leaders and political actors to discuss or to resolve issues and to effectively play its supranational role (e.g. developing standards and norms to be applied by all statistical organisations on the continent);

- **Professional or scientific independence** to carry out its mandate without interference as stipulated in the AU Charter on Statistics;

- **Connection to the African Integration Agenda** by producing statistics to inform African development priorities; and to help monitor and evaluate progress made on regional integration.

In view of these principles, the overwhelming view of stakeholders consulted is that the Institute should be established at Commission level within the organisational structure of the AUC.

(1.4) Signing of the Hosting Agreement between the Government of Tunisia and AUC

For the Institute to be established in Tunis, there has to be a formal agreement between the Government of Tunisia and the AUC. The agreement will formally define the obligations of both parties to the Institute, covering such matters as funding, functions and programmes of the Institute, method of work, institutional arrangements, organisational structure and administrative arrangements.

(1.5) Setting up of infrastructure for the Institute

The Government of Tunisia has already earmarked space for the Institute. However, for the space to be occupied, it will have to be partitioned into work and storage areas. In addition, furniture, and equipment (such as telephones) and computers will have to be provided. These requirements are the responsibility of AUC.

(1.6) Development of Advocacy Strategy for Resource Mobilisation for the Institute

[This item is the subject of Activity 4. Accordingly we only refer to it here.]

The objective of the advocacy strategy is to find ways to mobilise resources for the Institute.

(1.7) Preparation of a Progress Report for the Conference of Ministers of Finance, Planning and Economic Development

On the basis of the Progress Report the Conference will determine further action, for example with regard to funding.

4.1.2   Phase 2: Take-Off

The Take-off Phase consists of activities that constitute initial implementation stages of the establishment of the Institute. Brief descriptions of the activities in this phase are provided below.

(2.1) Transfer of all AUC statisticians to Tunisia

The Institute will be inaugurated by the transfer of the entire AU Statistics Division's professional staff to its premises in Tunis.

(2.2) Recruitment of local staff

It would not make economic sense to source non-professional staff (such as security guards, office managers, etc.) from Addis Ababa to Tunis. Local staff will have to be recruited to fill such vacancies.

(2.3) Recruitment of professional staff

Depending on the positioning of the Institute within the organisational structure of the AU, appointment of additional professional staff will be necessary. Besides, the Statistics Division is noticeably understaffed at the moment.

(2.4) Recruitment of an expert under the EU Pan-African Programme

An expert from Eurostat will be resident at the Institute for a specific period of time to support the Institute with professional, administrative and conceptual matters. As part of the European Union and AU partnership, the expert will support the Institute with:

- Technical and administrative support to Specialised Technical Groups (STGs) with particular responsibility for National Accounts, Trade, Employment, Migration, Agriculture, Environment (climate change) and Sustainable Development Goals (SDGs);

- Establishment of quality assessment frameworks or quality assessments of key indicators across the AU;

- Implementation of a Data Centre and promotion of common tools to enhance greater harmonisation of statistics production in the AU;

- Maintenance and training for common tools and sustainability;

- Strengthening of AU frameworks for the production and dissemination of National Accounts, Trade, SDGs, employment and migration and agricultural statistics;

- Development of statistical products (indicators or tools) needed for AU Integration;

- Creation of a dedicated and operational website for the Institute;

- Development and promotion of new dissemination tools targeting different users of African statistics;

- General support for AUC in the establishment of the new Institute; and

- Improvement of ways of working between key actors of the African Statistical System.

(2.5) Implementation of 2015 AU Statistics Programme

The Institute should continue with the current work programme of the Statistics Division as it develops a new strategic plan, work programme and operational plan.

(2.6) Preparation of Strategic Plan 2016-2020 for the Institute

The Strategic Plan 2016-2020 should focus on growing the Institute in the areas of staffing, programmes and funding.

4.1.3   Phase 3: Full Implementation of the Institute

The Full Implementation Phase of the Institute consists of activities that relate to the regular operation of the institution. Brief descriptions of the activities in this phase are provided below.

(3.1) Implementation of Strategic Plan 2016-2020 of the Institute

While strategic themes, objectives and even activities might sound similar between the current and the proposed plans, the latter should focus on implementable activities through realistic scheduling and the establishment of accountability for those tasked with implementation. This is with particular reference to Specialised Technical Groups (STGs) which are slated for implementation.

(3.2) Development of annual Work Programme of the Institute

The Strategic Plan should be translated into a Work Programme (business plan) and annual operational plans.

(3.3) Recruitment step by step of the staff

A five-year period (January 2016 to December 2020) should be sufficient to recruit professional staff in sufficient numbers to provide the backbone for the regular operations of the Institute. After 2020, recruitment should be aimed at dealing with staff attrition and establishing new programmes or activities.

(3.4) Monitoring and evaluation of the 2016-2020 Strategic Plan and the Annual Work Programme

> Tracking progress (or lack thereof) of implementation of the Strategic Plan will ensure transparency and accountability while reviewing the appropriateness of the Plan or aspects it will ensure relevance.

ANNEX 1: References

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ANNEX 2: List of Participants for the Independent Expert Meeting to analyse the technical documents for the African Union Institute for Statistics, 03-07 November 2014, Tunis, Tunisia

Name	Affiliation	Address Email
Hamouda, Ben Lamine	Director, Statistical Coordination and International Cooperation, National Institute of Statistics, Tunisia	Benlamine.hamouda@ins.tn
Hedi, Mr Saidi	Director-General, National Institute of Statistics, Tunisia	saidi.hedi@ins.tn
Kahimbaara, John Akiiki	Consultant, African Union Commission	akiiki.kahimbaara@gmail.com;
Kouakou N'goran Jean Arnaud	Statistician, ENSEA, Cote d'Ivoire	jakouakou@yahoo.com
Mbong Mbong, Luc	Independent Consultant	lucmbong@yahoo.com
Nguema, Jean Nestor	Deputy Director General, National Institute of Statistics, Gabon	nguemamebane@yahoo.fr
NOUGBODOHOUE, Samson	Statistician, African Union Commission	Bel-aubeN@africa-union.org
Samb, Mamadou	Independent Consultant	samb166@yahoo.fr
Sangaré, Moustapha	Deputy Director General, Institut National Polytechnique Félix HOUPHOUËT-BOIGNY, Cote D'ivoire	moustapha_sangare@yahoo.fr
YEO, Mr Dossina	Head of Statistics Division, African Union Commission	DossinaY@africa-union.org
Zgoulli, Mouna	Director, National Institute of Statistics, Tunisia	zgoulli.mouna@ins.tn

PART 2

Activity 3:

Institutional arrangement and structural organisation of the African Union
Institute for Statistics

Activity 3: Prepare the institutional arrangement and structural organisation of the Institute

5 Introduction

The objective of this report is to outline the arrangements at institutional level of the relations the Institute and the Training Centre should have with other institutions or agencies as well as how the two institutions should be structurally organised so as to effectively deliver on their mandates.

6 Methodology

Institutional arrangements and the structural organisation of the Institute and the Training Centre were dialogued at the Independent Expert Meeting held in Tunis on 1-7 November 2014. The meeting was convened to review technical documents for the Institute and the Training Centre.

The methodology recommended for institutional arrangements involved

- Identifying factors that influence the arrangements; and
- Defining at a generic level the relations that should determine interactions between the Institute and the Training Centre, on the one hand, and the other institutions and/or agencies, on the other.

With regard to structural organisation the recommended methodology involved

- Identifying that influence the structures; and
- Proposing structures for the Institute and the Centre.

Organograms are provided for clarity.

7 Analysis

The analysis is in two parts. The first part covers the institutional arrangements for the Institute and the Training Centre. The second part covers the organisational structure of each institution.

7.1 Institutional Arrangements of the Institute and the Training Centre

We start with a generic definition of the concepts, starting with the "institutional arrangements" concept. In this section we apply the concept first to the Institute and second, to the Training Centre.

Institutional arrangements are the policies, systems, and processes that organisations use to legislate, plan and manage their activities efficiently and to effectively coordinate with others in order to fulfil their mandates. In this respect institutional arrangements for the Institute and the Centre are influenced by the following factors, among others:

- the purpose for existence in terms of strategic objectives;

- roles/functions in the African Statistics System;

- scale of operation;

- assigned tasks; and

- source(s) of legitimacy (authority or power).

7.1.1 The Institute

In practice the main role of the Institute is to translate into action the objectives of the AU Statistics Division. These define the purpose for the Institute whose objectives, role/functions, scale of operation, tasks, source(s) of legitimacy, and entities with which it will interact, are indicated in Table 4.

From Table 4 two factors stand out among all the factors that will largely determine institutional arrangements. They are:

- the Institute's scale of operation; and

- the source of its legitimacy (or who grants the Institute the legitimacy/authority/power) to operate at the particular scale.

The Institute's scale of operation stands out because it subsumes objectives, role/function, and tasks. It is an indicator for the positioning of the Institute within or relative to the structure of the AUC. The positioning within or relative to the structural hierarchy of the AUC determines the level of interaction with other institutions as well as those of the AUC itself. However, the logically derived positioning will require legitimisation for it to hold. Accordingly the scale of operation and the source of legitimacy work jointly to determine institutional arrangements.

Positioning of the Institute

As already indicated, positioning of the Institute is a deciding factor of the level of institutional arrangements for the Institute because it invokes the issue of legitimacy and who grants it. It is an issue that links up in the roadmap in Part 1 of the Report with Phase 1 (Preparation for the Institute) Activity 1.1 (Preparation of a technical document on the Institute – institutional arrangements) and Activity 1.3 (Adoption of the statute of the Institute by the Assembly of Heads of State and Government and official launch of the activities of Institute). According to Table 4 the roles/functions of the Institute are:

- data harmonisation;

- policy development;

- regulation; and

- coordination.

Every one of these roles/functions is *supranational*. For the Institute to be effective it will require some "authority" over the statistics agencies in member states. The scale of operation is a given because it is already happening to some extent. Whatever the case, it would not be advisable for the Institute to remain at the division level with six or so staff, as is the case at the moment. Currently the source of legitimacy is the AUC. It will need to be reviewed and reassessed to ascertain the effectiveness of the Institute.

Guiding principles for the positioning of the Institute

Stakeholders (NSOs and strategic partners) advanced guiding principles for positioning the Institute. They are outlined below, with comments where relevant:

- Convening power – The Institute should be empowered to call upon high level leaders and political actors to meetings to discuss or to resolve issues and to effectively play its supranational role (e.g. developing standards and norms to be applied by all statistical organisations on the continent).

- Connection to the African Integration Agenda – The main reason for the establishment of the Institute is to advance the African Integration Agenda by developing capacity to provide comparable good quality statistical information on the political, economic, social and cultural activities to inform African development priorities, and to help monitor and evaluate progress made on regional integration. Therefore it should be part of the AUC.

- Professional or scientific independence – The Institute should be empowered to carry out its mandate without being influenced, as stipulated in the AU Charter on Statistics.

- Organisational autonomy - The Institute should be a strategic organ of the AU and therefore a specialised agency of the AU, with its own identity. And for this reason it should be established by the Pan-African Parliament.

The majority of the stakeholders however did not recommend organisational autonomy for the Institute. They felt that, if the Institute became independent of the AUC, it will likely be driven by donor funding and agendas, which will contradict its mandate to respond to the African Integration Agenda and to produce statistics based on African development priorities to help monitor and evaluate progress made on regional integration. Thus excluding organisational autonomy, an integration of these principles led to the overwhelming stakeholder view that it would be best to position the Institute at Commission level within the organisational structure of the AUC.

Besides the Institution's positioning, its method of work should enable it to identify institutions and/or agencies to interact with and how.

Method of work of the Institute as an expression of institutional arrangements

Roles/functions and tasks combine to constitute the method of work for the Institute. Against the backdrop of the source of the legitimacy of the Institute, institutional arrangements would be centred on its general method of work (Table 5), and may include the following:

- A clear well-publicised set of its core functions, e.g. coordination, data harmonisation and framework development and promotion;

- Procedures for working with member states, on sourcing data or providing support in respect of building capacity;

- Formal agreement on collaboration with the host country, Tunisia;

- The principle of subsidiarity – distribution of responsibilities to structures where they are most effectively handled; for example, implementation of quality measures may be best effected at the level of NSOs or regional institutions such as AFRISTAT;

- Development of protocols, memoranda of understanding (MOU), or service level agreements (SLA), with institutions in a position to compete with the Institute.

- Development of adequately publicised procedures concerning ratification and implementation of frameworks such as quality assurance frameworks;

- Formalisation of relationships (e.g. through MOUs, SLAs) with strategic and other partners;

- Development of policies regarding interaction with the public (e.g. policy on information dissemination);

- Invitations to training courses and publication of prospectuses;

- Invitations to collaborate on developing programmes, instruments, etc.

Table 4: Objectives and determinants of institutional arrangements for the AU Institute for Statistics

Objectives (Purpose for existence)	Determinants of institutional arrangements				With whom?
	Roles/ Functions	Operational scale	Tasks	Source of legitimacy (recommended by stakeholders)	
1. Generate timely, reliable and harmonised statistical information, covering all aspects of political, economic, social and cultural integration for Africa	Data harmonisation	Supra-national	• Receipt of data from member states and other producers (instruments of association - MOUs, SLAs, protocols) • Harmonisation of data for storylines on the continent	Assembly of Heads of State and Government	• AU member states • AU Strategic and support partners • RECs
2. Identify specific statistical data related to all AU and its Organs' activities, formulate policies for statistical development and capacity building for the AU and its member states	Policy development	Supra-national	• Identification of data related to the AU and its Organs • Formulation of policies for statistical development and capacity building for the AU and its member states	Assembly of Heads of State and Government	• AU Organs, • AU member states • RECs
3. Coordinate the implementation of the African Charter on Statistics as regulatory continental framework for statistics development and capacities building of members of the African Statistics System	Coordination Regulation	Supra-national	Coordination of the implementation of the African Charter on Statistics across the African Statistics System	Assembly of Heads of State and Government	• AU member states • Strategic and Support partners • RECs
4. Coordinate the implementation of a Statistical Peer Review Mechanism of the African Charter on Statistics in collaboration with partners	Coordination	Supra-national	Coordination of Peer Review Mechanism for ACS	Assembly of Heads of State and Government	• AU member states • Strategic and Support partners • RECs
5. Coordinate the implementation of the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and its	Coordination	Supra-national	• Adoption and implementation of ACS • Adoption and implementation of SHaSA	Assembly of Heads of State and Government	• NSOs • Regional statistical

various sectorial strategies			• Development and partial implementation (jointly with partners) of an action plan for the implementation of SHaSA		organisations • continental statistical organisations • development partners

Table 5: The Institute's institutional arrangements expressed in terms of stakeholder category, relationship and method of work.

Stakeholder category / entity	Relationship	Method of work
Hosting government	Premises	Formal agreement on collaboration with the host country, Tunisia
	Funding (administration, overheads)	Sharing information on costs
Pan-African Statistical Training Centre	Provision of statistical training	Service level agreement on statistical training services to the Institute
Strategic partners (ECA, AfDB, ACBF, AUC)	Technical support (strategy, advice, synergy)	Defining non-overlapping areas of work and areas of collaboration
	Competition	A clear statement of core functions, e.g. coordination, data harmonisation, and framework development and
		Protocols, memoranda of understanding, or service level agreements
Support partners (EU, World Bank, AfDB, ACBF)	Funding Technical support	Formalisation of relationships (e.g. through MOUs, SLAs) with strategic and other partners for commitment and consistency
AUC commissions	Consumer of Institute's services	Development of data dissemination protocols
Member states / NSOs	Providers of data	Procedures for working with member states on sourcing data
	Consumer of Institute's services • Capacity building	Procedures for providing support in respect of building capacity
	• Implementation of African Charter on Statistics and quality regulation frameworks	Development and implementation of adequately publicised procedures concerning ratification and implementation of frameworks
Regional Economic Communities	Providers of data	Procedures for working with RECs on sourcing data
	RECs with no statistical capacity	Procedures for providing technical support in respect of building capacity
Regional statistical training schools	Sourcing students	Invitations to training courses and publication of prospectuses
	Collaboration on development of training programmes and curricula	Invitations to collaborate on developing programmes, instruments, etc.
	Competition	Protocols, memoranda of understanding, or

Stakeholder category / entity	Relationship	Method of work
		service level agreements
	Centres of excellence	Subsidiarity
Universities	Sourcing students	Invitations to training courses and publication of prospectuses
International organisations/agencies	Consumption of Institute's products	Development of data dissemination protocols
Civil society organisations	Consumption of Institute's products	Development of data dissemination protocols
Public	Consumption of Institute's products	Development of policies regarding interaction with the public, e.g. policy on information dissemination
Media	Reporting on the Institute	Instruments and programmes for training the media on statistical reporting

7.1.2   The Training Centre

The purpose of the Training Centre is indicated in **Table 6,** together with objectives, role/functions, scale of operation, tasks, source(s) of legitimacy, and entities with which it will interact. As is the case with the Institute, the *continental* scale of operation of the Centre indicates the Centre's positioning relative to the regional statistical training schools and even the traditional institutions of higher learning. Its mandate by the Assembly of Heads of State and Government clearly defines its relationships with the regional schools by categorically stating that it will provide specialised training to their graduates. The Centre's positioning is also less contentious because it is in a relatively much less monolithic organisational structure than the Institute. In addition, the Centre's potential competitors are only regional and limited by language.

Method of work of the Training Centre as an expression of institutional arrangements

The Centre's positioning at the apex of the hierarchy of statistical training institutions and its method of work will determine its institutional arrangements. As indicated in Table 7, the Centre's method of work would include the following, among others.

- Formalisation of relationships (MOUs, SLAs, legislation);
- Budgeting;
- Publication of a prospectus;
- A clear well-publicised training programme;
- Publication of requirements for admission;
- Procedures for working with member states and their institutions on sourcing students;
- The principle of subsidiarity – a distribution of training responsibilities to statistics schools and universities where they are most effectively provided; and
- Development of agreements with statistics training institutions to rationalise the work.

Table 6: Objectives and determinants of institutional arrangements for the Pan-African Statistical Training Centre

Objectives (Purpose for existence)	Determinants of institutional arrangements				With whom?
	Roles/Functions	Scale of operation	Tasks	Source of legitimacy	
Education and training in statistics to fill the existing gap in the training of African statisticians	• Improvement of statistical technical skills • Improvement of statistical management skills • Coordination of training programmes	Continental	**National Accounts** • National Accounts • Specialist Subject Coordination • Curricula Harmonisation • Methodology • Statistical Quality **Economic statistics** • Econ Censuses & Surveys • Agric. Censuses & Surveys • Business Register • Econ Sector Stats • Specialist Subject Coordination • Curricula Harmonisation • Methodology • Statistical Quality **Population & Social Statistics** • Census (Pop & Housing) • Pop Register • Demographic Analysis • Social Stats • Specialist Subject Coordination • Curricula Harmonisation • Methodology • Statistical Quality **Development Coordination** • Policy Analysis • Frameworks • Statistical Development Planning	Assembly of Heads of State and Government	• AU Institute for Statistics • AU member states • (NSO & other agencies) • Regional training schools • AU Strategic and support partners • RECs • Statistical organisations (local, regional, continental, global) • International organisations

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Objectives (Purpose for existence)	Determinants of institutional arrangements				With whom?
	Roles/Functions	**Scale of operation**	**Tasks**	**Source of legitimacy**	
			• Management • Specialist Subject Coordination • Curricula Harmonisation • Methodology • Statistical Quality		
			Information Technology • Database Development and Management • Data collection tools (mobile technology) • Geospatial Information Management		

Table 7: The Training Centre's institutional arrangements expressed in terms of stakeholder category, relationship and method of work.

Stakeholder category / entity	Relationship	Method of work
Hosting government – Côte d'Ivoire	Premises	Formal agreement on collaboration
	Funding (administration, overheads)	Budgeting for administration and overheads
AU Institute for Statistics	Statistical training	Formalisation of relationship (SLA)
Support partners (EU, World Bank, AfDB, ACBF, etc.)	Funding Technical support	Formalisation of relationships (MOUs, SLAs)
Member states / NSOs	Providers of trainees	Publication of prospectus
		Advertising a clear training programme
		Publication of requirements for admission
Regional Economic Communities	Providers of trainees	Advertising a clear training programme
Regional statistics training schools	Sourcing students	Publication of prospectus
		Advertising a clear training programme
		Invitations to training courses and publication of prospectuses
	Collaboration on development of training programmes and curricula	Invitations to collaborate on developing programmes, instruments, etc.
	Competition	Protocols, memoranda of understanding, or service level agreements
		Agreements to rationalise training
	Centres of excellence	Subsidiarity
Universities	Sourcing students	Publication of prospectus
		Invitations to training courses
Civil society organisations	Training	Publication of prospectus
		Advertising courses
Media	Reporting on the Training Centre	Instruments and programmes for training the media on statistical reporting

7.2 Structural organisation of the Institute and Training Centre

On the assumption that the positioning of the Institute will be at the level of a Commission and that the Centre will be the highest reference point of statistical training in Africa, in this section we propose an organisational structure for the Institute and the Centre.

7.2.1 Definition

In this section we define "structural organisation", present principles behind the structures we are going to propose, and lastly propose the structures for the Institute and the Training Centre.

A structural organisation for the Institute and the Centre may be defined as a mapping of the hierarchical arrangements of lines of authority, communications, rights and duties to positions and tasks of the two institutions. The structural organisation will determine how roles, power and responsibilities are assigned, controlled and coordinated; and how information will flow between the different levels of management depicted in the structure.

7.2.2 Principles behind structural organisation

Standard principles behind structural organisation are outlined below:

- Unity of objectives

  Objectives of an organisation influence its structure. Accordingly the objectives for the Institute and Training Centre are taken into account in drawing up the structures as the institutions are tools for achieving the objectives.

- Division of work and specialisation

  Activities are categorised or grouped to benefit from efficiencies from interdependence and specialisation. The groupings of activities influence structure. As a result, a specialised function constitutes a department in each of the two institutions. However, specialisation is not intended to work against integration of the institutions' systems.

  Coordination must be established between the departments and activities. Functions given to a department in either of the institutions should be of only one category or closely related categories. Allocation of duties to employees should be according to their qualifications, qualities, etc.

- Delegation of authority

  Delegation of the power to make decisions to lower levels of management in both institutions should be catered for. The authority given to an individual should be adequate to the task assigned.

- Coordination

  Division of work leads to specialisation which, in turn, leads to departmentalisation. Left on its own departmentalisation is likely to promote the silo phenomenon in an organisation, which points to the need for coordination among departments and staff. Coordination is important because:

  - it facilitates achievement of the overall objectives of an organisation;
  - it brings integration into the basic functions of management; and
  - it brings unity of action in the organisation.

  However, coordination is not automatic; it has to be deliberately established.

- Chain of command

  The line of authority from the Chief Executive should be clearly defined to avoid confusion regarding reporting and other line functions. It should be kept as short as is practicable.

7.2.3 Structure of the Institute

The Institute should have the status of a legal entity with financial autonomy, in the service of all organs of the African Union. The organisational structure is shown in the organogram (Figure 1) which is followed by a list of functions.

As a Commission, the structure of the Institute has three major levels –

- the top level occupied by the Union Statistician (Commissioner level) and the Deputy Union Statistician;

- four departments; and

- divisions whose number should be determined by circumstances on the ground later, based on practical considerations.

It is recommended that establishment of divisions are phased in over a period of time in line with the availability of resources. In fact, the four departments can act as divisions at the start. The global functions of the divisions are outlined in Figure 1 and detailed below.

### 7.2.4 Functions of departments

The functions are listed under each department.

- Economic Statistics

  - Compile comparable economic statistics on the economic outlook of Africa;

  - Set and/or adopt statistical standards and methodology to harmonise economic statistics in Africa;

  - Coordinate the economic statistics system through technical working groups;

  - Mobilise technical and financial support to member states to build technical capability in economic statistics;

  - Conduct methodological and/or operational research to deepen the science of statistics on new and emerging themes in various fields;

  - Observe statistical practice in member states; and

  - Establish a statistical Business Register programme to set a framework and guidelines for compiling a business register.

- Population and Social Statistics

  - Compile comparable demographic and social statistics on Africa;

  - Set and/or adopt statistical standards and methodology to harmonise demographic and social statistics in Africa;

  - Coordinate the demographic and social statistics system through technical working groups;

  - Mobilise technical and financial support to member states to build technical capability in demographic and social statistics;

  - Conduct methodological and/or operational research to deepen the science of statistics on new and emerging themes in various fields;

  - Oversee statistical practice in member states; and

  - Establish a statistical geographic and spatial information programme to set a framework and guidelines for compiling a spatial information frame;

- African Statistics System Coordination

- Regulate the African Statistics System by driving the review and implementation of the African Charter on Statistics;

- Drive the strategic direction of statistical development in Africa (ShaSA);

- Monitor, report and evaluate performance of the African Statistics System;

- Provide and mobilise technical and financial support for the development, implementation, monitoring and evaluation of NSDSs;

- Provide strategy development support to African working groups in the development of sector strategies;

- Develop and monitor the implementation of an African annual statistical programme; and

- Observe the compilation and implementation of NSDSs in member states.

- Information, Communication and Technology

  - Build relations within the political environment and users;

  - Collaborate with key partners at continental level to drive the implementation of the African Statistics System;

  - Manage and strengthen relations with regional organisations;

  - Manage and strengthen relations with member states;

  - Collaborate with the Statistics Training Centre to identify statistical training needs, harmonisation of training programmes and building the technical capacities of statistical structures at national and regional levels;

  - Establish and drive an awareness and advocacy programme to increase use of statistics for evidence-based decisions;

  - Mobilise technical and financial support to strengthen countries' capacity in the use of new technologies for data collection and dissemination;

  - Manage and update the data portals and website; and

  - Undertake research to facilitate data exchange between countries, the RECs and the Institute.

Figure 1 High level organogram of the Institute
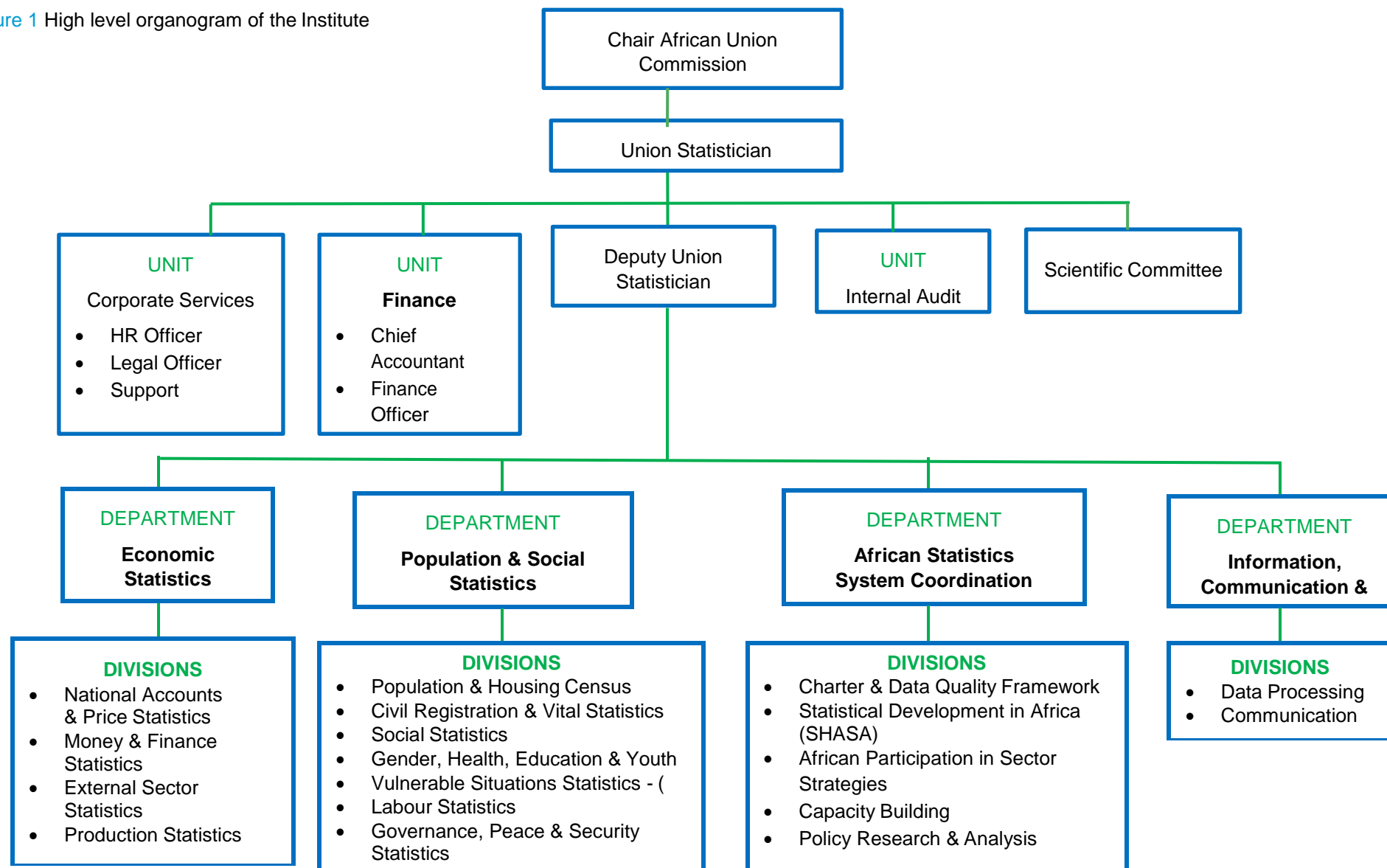
7.2.5　Governance arrangements of the Institute

Governance arrangements for the Institute are divided into three areas, namely:

- Collaborative structures;
- Line function reporting arrangements; and
- The flow of decision-making on the Institute's programmes and activities.

Arrangements with collaborative structures

Structures with which the Institute has to interact or collaborate with on an expected basis during the normal course of its operations include:

- Strategic Partners;
- Eurostat
- Statistical Technical Groups (STGs) and Lead Countries (LCs);
- Statistical Technical Committees (STCs);
- African Statistical Coordination Committee (ASCC);
- Committee of Directors-General (CoDG)/Statistical Commission for Africa (StatCom-Africa);
- Regional Economic Communities (RECs);
- Member states; and
- Pan-African Statistical Training Centre.

Areas of the Institute's interaction with the above structures are identified below.

- **Strategic Partners**

  As mandated by the Assembly of Heads of State and Government, the strategic partners responsible for facilitating the establishment of the Institute are the AfDB, the AUC and UNECA. However, all three partners are operating in the same statistical space, all involved to some extent in the same activities, namely:

  - Coordination of statistical activities among member states;
  - Data harmonisation;
  - Development of statistical quality frameworks and processes to regulate statistical production and to improve comparability of data;
  - Provision of technical assistance to member states;
  - Provision of support for statistical capacity building; and
  - Use and development of statistics in general.

  While there is promising synergy among the three operators, there is also potential for competition that is likely to lead to uneconomic use of resources. UNECA and AfDB have been in the field for some time while the AUC is a latecomer. Statistics have acquired a culture and relatively high profiles in AfDB and UNECA even though at some point UNECA's statistics function declined before it was re-established in the African Centre for Statistics (ACS) at about the same time the AU Statistics Division was established. Even then the AU Statistics Division has remained comparatively weak, with low capacity, and quite a low profile within the AUC.

  Each of the three partners is aware of the potential for rivalry among themselves. Notwithstanding the existence of areas of overlap, ACS has attempted to make a distinction between its role and that of the Institute. According to ACS the role of the Institute should be *innovation* or *adoption* of good practices such as the adaptation of regulatory frameworks (e.g. the Charter) while the role of ACS was application of methodologies and good practices. On the other hand, AfDB acknowledges the need for the partners that are directly involved in

statistical activities on the continent to avoid rivalry and unnecessary competition by getting together to agree on areas of individual operations and areas of collaboration in order to tap into the prospective synergies.

As a recommendation, the Institute should play the role of a unifying factor for statistical development in the continent by leading the process of rationalising statistical operations with its partners.

- **Eurostat**

Eurostat is important to the establishment of the Institute in two ways. First, it is a potential role model for the Institute. Second, it has committed seed money to the Institute as well as technical support under the EU Pan-African Programme (See Part 1 item 2.4 of the roadmap for the Institute).

With regard to being a role model for the Institute Eurostat is one living example of a successful continental-level statistics institute. Several aspects of its context are similar to those of the Institute while others are not. Eurostat spans many different countries with different national priorities, cultures, languages, and education systems, just like the AU Institute does. However, there is a big gap in the levels of awareness of the value of statistics in development between Eurostat and the Institute, which explains why Eurostat plays such a central role in the life-circumstances of European communities than the Institute does in Africa where the profile of statistics in socioeconomic development is very low. Taking all this into account, it would be advisable for the AU Institute to look up to Eurostat as a role model in terms of its evolution and operations.

Provision of seed money and technical support were a subject of a consultative meeting held between the AU Statistics Division and Eurostat during 23-24 October 2014. €5 million would be available to the Institute through the EU Statistics Capacity Building Programme for the period 2016-2018 to cover the following areas: Economic Statistics including National Accounts, Trade Statistics, Migration Statistics, Labour Statistics, and statistics on the Post-2015 Development Agenda. On the basis of the result of the first phase of the Statistics Capacity Building Programme, €10 million will be made available for the period 2018 to 2020. The funds will facilitate technical support in the priority areas just mentioned. The approach is for the Institute to regulate, harmonise and coordinate statistics production in these areas by ensuring proper coordination of the relevant STGs in order to develop standards and norms that NSOs implement to produce comparable statistics. The Institute should assist in the development of clear methodologies and questionnaires, and provision of technical assistance to countries. Criteria for membership of STGs should be appropriately defined.

Among the several wide-ranging issues discussed was the need to develop an advocacy programme to raise the profile of the Institute to a level where it would have convening power and professional independence. Specifically the recommendation was: to position the Institute at the same level with other AUC departments in order to serve them adequately. In this position the Head of the Institute should be able to talk to high ranking political authorities, such as Ministers and Heads of State and Government, on statistical matters of import including advocating for statistics development on the continent. If the Institute were to be under any user department of the AUC, it would mean that the Head of the particular department would have approve the data produced by the Institute before they are released, which would contradict the Principle of Scientific Independence in the African Charter on Statistics. Such a development would engender a crisis of trust in the quality of statistics. In addition, the Institute should not be organisationally independent, driven by donor funding. Were this to be the case, it would contradict the mandate of the Institute - to respond to the African integration agenda by producing statistics relevant to African development in respect of monitoring and evaluating progress made on regional integration. Otherwise the Institute would do the donors' bidding.

- **Specialised Technical Groups (STGs) and Lead Countries (LCs)**

Within SHaSA fourteen statistical areas, shown in Table 8, were identified for coordination by 20-25 member Specialised Technical Groups (STGs) selected from member states. STGs were designed to coordinate:

- development, adaptation, and monitoring implementation of, and reporting on the harmonisation of standards and methods in the continent;

- identification of data requirements for the integration agenda and designing actions/programmes for their provision; and

- addressing new statistical issues in Africa and discussing and validating statistics from countries in line with adopted common African standards.

Members are voluntarily selected on the basis of being specialists with practical experience in the statistical areas they are selected for. They are sourced from member states, RECs, and representatives of specialised, regional and international agencies.

All STGs report to one STG responsible for overall coordination and integration, the African Group on Statistical Harmonisation (AGSHa). The STGs are mostly led by the three strategic partners except for the Association of African Central Banks (AACB) and AFRISTAT.

Each of the STGs is supposed to be under a Leading Country selected for its capability to champion the STG. However, it is unclear whether this stage of Institutional Arrangements for Strategy Implementation and Monitoring and Evaluation has ever been implemented. Even if it were implemented, it is not clear how the lead country would organise others as the statistical areas would be found in practically every country. This is one of the weak links in the implementation and monitoring and evaluation strategies of SHaSA.

Table 8: Specialised Technical Groups

No.	Specialised Technical Group	Leader	Leading Country (to be determined)	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 & Price Statistics	ECA	South Africa	AUC, AfDB, ACBF, RECs, 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 Ressources	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

- **Specialised Technical Committees (STCs)**

  In SHaSA the Integration Agenda is divided into three dimensions - political integration and regional and continental governance, economic integration, and social and cultural integration. These are also the dimensions around which statistical priorities are organised. The fourteen statistical areas for which STGs are responsible are allocated among these three dimensions, each dimension under a Specialised Technical Committee (STC). There are thus three STCs each responsible for a dimension:

    - STC-Pol: STC on Political Integration and Regional and Continental Governance;

    - STC on Economic Integration; and

    - STC-So: STC on Social and Cultural Integration.

  STGs submit their work (standards, methodologies, norms) to the STCs for scrutiny. On approval the work is submitted to the ASCC for further scrutiny and approval or disapproval.

- **African Statistical Coordination Committee (ASCC)**

  The African Statistical Coordinating Committee (ASCC) was established to coordinate statistical capacity-building work in Africa. Because of its coordination function the ASCC plays a pivotal role in the implementation of the programme of the African Statistics System. It is tasked with the coordination of technical and other forms of assistance to countries in the following areas, among others:

    - statistical advocacy;

    - statistical planning;

    - data management; and

    - data dissemination.

  In addition, the ASCC provides a secretariat for the implementation of SHaSA in order to ensure the monitoring and evaluation of all strategic initiatives. It is expected to provide the coordination required to implement SHaSA as well as to see to monitoring technical and administrative reports and to follow-ups on implementation according to statistical area.

  The African Statistical Coordination Committee (ASCC) should provide general coordination for the implementation of the Strategy. It should ensure the regular monitoring of reports (technical and administrative) and follow up on the implementation in each statistical area. The ASCC should draw up a comprehensive report assessing the implementation of the Strategy to the competent authorities of the AUC.

  In essence the ASCC is tasked to implement the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF). The RRSF is a continental statistical development framework developed to address weak capacity and the minimal use of data   in

the majority of African countries. It was designed to provide strategic directions and appropriate mechanisms for guiding countries as to how to build capacity, improve their statistics, and increase their use in policy-making and decision-making. The National Strategy for the Development of Statistics (NSDS), a strategic plan for development of a country's NSS, constitutes the overall strategy of the RRSF.

Membership of the ASCC consists of representatives of AUC, ACBF, AfDB, AFRISTAT and RECs. The Committee's effectiveness is demonstrated by the joint coordination of the African Statistical Yearbook by AfDB, AUC and ECA. The yearbook is a demonstration of data harmonisation and integration in Africa. The ASCC is also in the process of establishing a joint African Statistical Database to be replicated in each organisation. AfDB, AUC and ECA also happen to be the strategic partners for the Institute.

The ASCC is a Committee which demonstrates the synergy of a strategic partnership which the Institute should promote.

- **Committee of Directors-General (CoDG) / Statistical Commission for Africa (StatCom-Africa)**

The membership of the Committee of Directors-General (CoDG), which also constitutes the membership of the Statistical Commission for Africa (StatCom-Africa), is constituted from NSOs and therefore represents the foundation of the African Statistics System.

With regard to the Institute, the CoDG should play three roles. Firstly, because it is the highest structure in charge of statistics on the continent, it acts as the Steering Committee for SHaSA and the African Charter on Statistics. In other words, CoDG provides overall guidance of the implementation of SHaSA and the Charter. It is the vehicle for implementing statistical programmes and initiatives for statistical development such as the Charter and the NSDS, among other initiatives, which calls for coordination by the ASCC. Because it is the Steering Committee for SHaSA and the Charter, the CoDG reviews projects submitted by STGs and approved by the STCs and, on approval, submits them to the AU's governing bodies for adoption.

Secondly, the committee reports to the joint AU-ECA Conference of African Ministers of Finance, Planning and Economic Development. In so doing it will advance initiatives from the Institute as well as the Institute's programmes for approval by the conference.

Thirdly, as is currently the case, CoDG will monitor the overall implementation of SHaSA and recommend improvements where required.

- **Regional Economic Communities (RECs)**

Regional Economic Communities are established by Treaties and Agreements. Accordingly the statistical activities they undertake are mandated by these Treaties and Agreements. In general the statistical activities the RECs are mandated to undertake include:

- building statistical capacity in their member states;
- harmonising statistics (ex-post and ex-ante) across their member states; and
- compiling and disseminating harmonised quality statistical information to inform decision-making at the regional level.

The establishment of RECs is a positive development in the furtherance of the African Integration Agenda. The 1991 Abuja Treaty recommends the RECs to undertake inter-regional integration as a first step towards full integration at continental level. The RECs are expected to achieve inter-regional integration through harmonising macroeconomic and sectoral policies. Clearly the RECs' efforts at inter-regional integration leverage the AU's Integration Agenda. The 2010 AUC's Minimum Integration Program (MIP) was designed to take advantage of the RECs' efforts at inter-regional integration. The MIP is structured around key sectors that RECs consider as priorities for accelerating continental integration. In each of

these areas, activities and concrete actions have been identified, to accelerate the integration process in the regions.

As indicated in the introduction to the report, RECs have the potential for being optimal partners with the Institute. They are in a position to undertake coordination, regulation and harmonisation of data and statistical activities of member states at regional level for the benefit of the Institute. In this context RECs should play a key role in ensuring that the Institute achieves the expected results. To reduce the respondent burden on NSOs and other data-producing national agencies the Institute should get all data from RECs. In turn, and as suggested by Eurostat, international agencies such as the Organisation of Economic Cooperation and Development (OECD) and the family of United Nations agencies should get all data from the Institute, except where the Institute doesn't have the competency to collect certain data or where data are not of interest to the AU.

The mechanism for institutional arrangements for the Institute should be in the form of MOUs and/or SLAs between the Institute and the RECs. In addition, an annual meeting should be institutionalised between the Institute and RECs to develop a joint programme of activities with clear responsibilities for each year. As a recommendation, the AUC should organise a meeting with RECs during early 2015 to discuss their role in the Institute and to harmonise the programmes. The objective is to have a joint AUC/RECS statistics programme. Eurostat suggested that the Joint EU/AU Support Programme should support the financing of the meeting

Again, as indicated in the introduction, notwithstanding the potential for synergy between the integration agendas of the RECs and the AU, there are shortcomings associated with the RECs, which have to be overcome. With regard to building statistical capacity, none of the RECs has reached the scope of its mandate, their statistical capacity being at best minimal. The shortcomings are listed in the introduction; they are listed here for ease of reference:

- overlaps in their territorial coverage; resulting in multiple membership of the RECs by countries;

- multiple data requests in various forms and varying levels of detail creating a burden on respondents;

- relative lack of coordination among the RECs, with their harmonisation programmes varying by region; and

- dichotomous availability of statistics units among the RECs whereby half of the RECs have relatively advanced statistics units while the other half does not.

The Institute stands to gain by:

- strengthening of the ASCC to support the RECs' inter-regional coordination initiatives by increasing the size of the ASCC, keeping in mind that the ASCC is able to deliver results because the results coincide with the mandates of its membership;

- establishing statistics units in RECs without statistical capacity through technical assistance; and

- making AFRISTAT a strategic partner because it collaborates closely with several RECs and international organisations to implement harmonisation programmes; for example the EAC (interventions in Burundi), and ECOWAS.

- **Member States**

Through their NSOs and other data-producing agencies, member states will serve as the Institute's primary source of data for harmonisation as well as the main target for the Institute's regulatory frameworks and coordination. While the Institute can bilaterally deal with each one of the 54 states, it would save time and logistics to access them through their RECs whose membership they constitute.

As is the case with Eurostat, it might be advisable for the Institute not to impose on member states with NSOs and other statistics-producing agencies a process of coordinating statistics at national level. All countries should be free to identify entities to provide the data to the Institute.

- **Pan-African Statistical Training Centre**

   The Centre is established to operate in conjunction with the Institute on issues of the development of statistical skills both for the Institute, member states, and RECs. The Training Centre should report to the Institute where decision-making is involved. Accordingly their relationship should be established by statute, MOU or SLA or all of the above.

Line function reporting arrangements for the Institute

Line function reporting occurs within a hierarchical administrative structure whereby authority increases upwards within the structure, and the direction of accountability is also upwards within the structure.

The Institute has a five-level hierarchical structure as indicated in Figure 2 below.

Figure 2: Institute - line function reporting
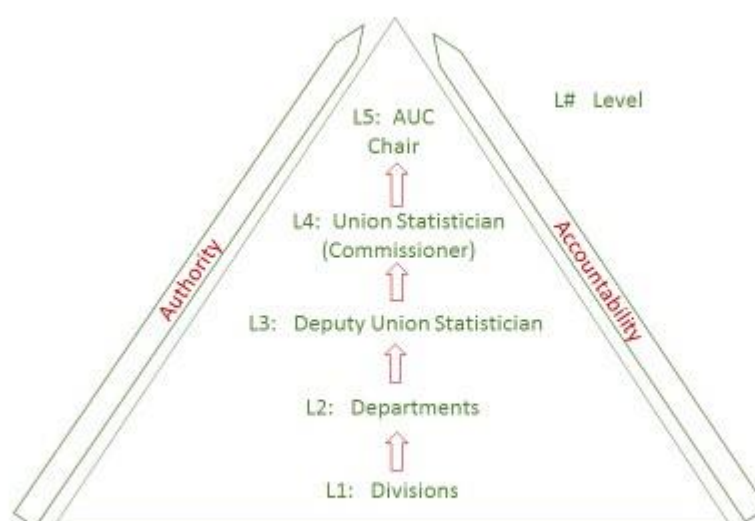
The flow of decision-making on the Institute's programmes and activities

Reporting on programmes, initiatives, and activities of the Institute will take a different route from that of administration. These go as recommendations and approvals through the CoDG, then to the Conference of Ministers of Finance, Planning and Economic Development, and finally to the Assembly of Heads of State and Government for decisions as shown in Figure 3 below.

Figure 3: The flow of decision-making on the Institute's programmes and activities
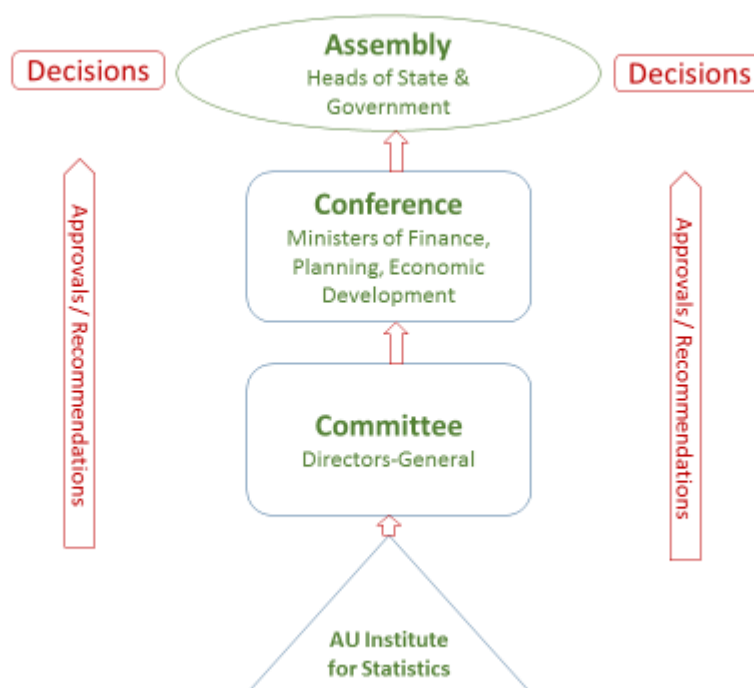
7.2.6 Structure of the Training Centre

The Centre will have the status of a legal entity with financial autonomy, in the service of all organs of the African Union in the area of statistical capacity building. The organisational structure is shown in the organogram, Figure 4, below.

The Centre has two major levels in its structure, namely;

- the administration headed by a Director; and

- four departments (National Accounts, Economic Statistics, Population and Social Statistics and Development Coordination) together with three standalone units (Information Technology, a Library and Language Centre, and a Research and Postgraduate Studies Centre).

It is recommended that establishment of departments is phased in over a period of time in line with the availability of resources. And even within established departments, programmes and courses should also be phased in where and when resources are available.

High level organogram for the Training Centre


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                            ┌─────────────┐
                            │   Minister  │
                            └─────────────┘
                            ┌─────────────┐
                            │Board /Council│
                            └─────────────┘
                            ┌─────────────┐
                            │   Director  │
                            └─────────────┘
```

Scientific Committee (Advisory)

Corporate services
- Finance
- Human resources

Deputy Director (Programme Coordinator)

Department

NATIONAL ACCOUNTS
- National Accounts
- Specialist Subject Coordination
- Curricula Harmonisation
- Methodology
- Statistical Quality

Department

ECONOMIC STATISTICS
- Econ censuses & surveys
- Agric. Censuses & surveys
- Business Register
- Econ. Sector Statistics
- Specialist Subject Coordination
- Curricula Harmonisation
- Methodology
- Statistical Quality

Department

POPULATION & SOCIAL STATISTICS
- Census & Population Register
- Demographic Analysis
- Social Statistics
- Specialist Subject Coordination
- Curricula Harmonisation
- Methodology
- Statistical Quality

Department

DEVELOPMENT COORDINATION
- Policy Analysis
- Frameworks
- Statistical Development Planning
- Management
- Specialist Subject Coordination
- Curricula Harmonisation
- Methodology
- Statistical Quality

Unit

INFORMATION TECHNOLOGY
- Database Development and Management
- Data collection tools (mobile technology)
- Geospatial Information Management

Unit

LIBRARY & LANGUAGE CENTRE

Unit

RESEARCH & POSTGRADUATE STUDIES

7.2.7 Functions of selected entities in the organogram

Unlike in the case of the Institute, far less detail is available on the functions of the Centre because the content of its structures is mostly of a specialised technical nature. The content is academically established. However, there is still room to highlight the need to nuance it in favour of the specific purpose of building capacity in official/national statistics.

The departments are set up deliberately to create statistical capacity to enable institutions mandated to produce statistics as a public good to do so. Three departments – National Accounts, Economic Statistics, and Population and Social Statistics – contain the content essential for a comprehensive depiction of the life circumstances in a given country. However, the conventional academic content is supplemented by enabler courses – courses that reorient the training of traditional content towards a specific goal. That is why the four courses of Specialist Subject Coordination, Curricula Harmonisation, Methodology and Statistical Quality are appended to the traditional academic content in each of the departments. On the other hand, the fourth department, Development Coordination, is comprised of relatively "soft" courses (from a statistician's point of view) of Policy Analysis, Frameworks (e.g. the Charter), Statistical Development Planning, and Management. These courses identify a direction for the training, for example relevance or topicality (Policy Analysis), trust in the statistics produced (Frameworks), future direction or strategy (Statistical Development Planning), and delivering and communicating a product (Management). Two units, Information Technology and the Library and Language Centre, provide support to the training. The Research and Postgraduate Studies unit is to keep abreast of emerging issues and innovations as well as to keep up to date academic staff's research skills.

7.2.8 Governance arrangements for the Training Centre

As was the case with the Institute, governance arrangements for the Centre are divided into three areas, namely:

- Collaborative structures;
- Line function reporting arrangements; and
- The flow of decision-making on the Centre's programmes and activities.

Arrangements with collaborative structures

Structures with which the Training Centre has to interact or collaborate with on a regular basis during the normal course of its operations include:

- AU Institute for Statistics;
- Strategic Partners;
- Committee of Directors-General (CoDG)/Statistical Commission for Africa (StatCom-Africa);
- Regional Economic Communities (RECs);
- Regional Statistical Training Schools;
- Universities;
- Civil society organisations; and
- International organisations and the private sector.

Areas of interaction between the Centre and the structures identified above are discussed below.

- **AU Institute for Statistics**

  In order to do its work of harmonising data from member states, RECs and other sources; of developing regulatory frameworks (e.g. the Charter); of coordinating implementation of standards; and of providing technical support to the African Statistics System; the Institute will need to fast-track building of capacity within its own ranks. And to a large extent capacity building for the Institute should be provided by the Training Centre. Accordingly the Centre's work programme should be noticeably influenced by the capacity needs of the Institute to which the Centre should be reporting in terms of programmes and initiatives.

- **Strategic Partners**

  According to the Decision of the Assembly of Heads of State and Government to establish the Centre, AfDB, UNECA, ACBF and AUC were given the mandate to organise the implementation of the Centre. The

context of this mandate is a continent-wide characteristically low capacity in statistical training. In particular, in most instances

- human resources are inadequate;
- courses and curricula are inadequate or predominantly theoretical and not harmonised;
- statistical training schools are of low capacity; and
- statistics training systems are dissimilar, reflecting linguistic and cultural barriers;

Of the four organisations charged with supporting the establishment of the Institute the AUC is a newcomer with very limited resources and capacity to establish and run the Institute on its own. On the other hand, AfDB, UNECA and ACBF have been in the statistical capacity building field in Africa for quite some time. AfDB has a statistics department which appears to focus its financial and technical resources considerably more on continuous improvement of beneficiaries (or on-the-job training) than on training schools. ACBF spends around 2 percent of its capacity building budget to national statistics and statistical institutions. However, with interruptions, UNECA has promoted statistical capacity building since the 1970s. UNECA originally implemented a Statistical Training Programme for Africa (STPA) in 1978 but was terminated in 1993. The STPA was involved in the preparation of teaching syllabuses, training of trainers, provision of short-term visiting lecturers, supply of teaching materials and the training of statistical officers on the job. With the relatively recent resumption of the statistics programme through the establishment of the African Centre for Statistics at UNECA, the STPA has been resurrected with a substantial amount of its focus on building capacity at statistical training centres.

Under the auspices of StatCom-Africa the African Group on Statistical Training and Human Resources (AGROST) was established in 2009. It is

- currently responsible for the STPA programme;
- has developed training guidelines (such as harmonisation of curricula);
- is involved in advocacy work;
- has conducted a study on statistical training needs and capacity assessment;
- has compiled a compendium of statistical training centres;
- has reviewed statistical training curricula;
- has or is developing training modules in line with the African Integration Agenda;
- etc.

At the moment the Training Centre relates to these partners in at least three ways. First, the partners can provide technical support to the Centre in terms of training at the Centre or for the Centre; AfDB, UNECA and to a lesser extent ACBF fit this role. Second, some of the partners can provide financial support; these include AfDB, ACBF and AUC. Third, they can be a source for trainees.

It might be a good idea to add AFRISTAT to these four because of its ability to provide training and technical support which has been effectively demonstrated in mostly Francophone Africa.

The question is what role the Training Centre should play in statistical capacity building considering the relatively overlapping roles the AfDB and especially UNECA (AGROST) are already playing in what appears to be the Training Centre's space. Most of the work done by AGROST appears to fit in better with the mandate of the Training Centre although this is not to say that AGROST is not needed. It is thus recommended that the four organisations need to get together to rationalise training activities in terms of both what each organisation should do and areas for collaboration. The rationalisation should be formally defined with moderation by the Institute.

- **Committee of Directors-General (CoDG)/Statistical Commission for Africa (StatCom-Africa)**

The importance of the CoDG to the Training Centre is the Committee's constituency from which substantive numbers of trainees are likely to come from. While avenues for bilateral relations between the Centre and NSOs and other national statistics-producing institutions remain open, the support given to the Centre from a collective body would be relatively great. The advantage to member states would be the opportunity for NSOs to influence what is taught. In turn the Centre would contribute to the technical capabilities of the member states in a relevant manner.

- **Regional Economic Communities (RECs)**

RECs will most likely be a source of trainees for the Training Centre. Given that about half of the RECs do not have statistics units while the other half has statistics units with relatively low profiles, an advocacy programme to raise the profile of statistics in all the RECs will need to be developed and implemented by the Centre. The Centre should also advertise its programmes to the RECs and establish formal relations with them.

- **Regional Statistical Training Schools**

Regional Statistical Training Schools are most likely to be a significant source of trainees on the specialised programmes of the Training Centre. Some of the schools may become centres of excellence for certain training, in which case the Centre may adopt the principle of subsidiarity to allow some of its training programmes to be executed at such schools.

The schools also have the potential to compete with the Centre. In order to optimise the use of the resources for training, the Centre should advocate for a forum where training can be rationalised and new developments and emerging issues discussed. The collaboration should be formalised by an MOU, SLA, statutes, or any other means deemed suitable.

- **Universities**

Universities have a role to play in the capacity building programme of the Centre. Not only are they potential sources of trainees for the Centre, they should also train for the Centre at the Centre's various training venues. It might be a good idea to take into consideration Eurostat's suggestion whereby universities and other higher education institutions apply for accreditation to teach statistics. The Training Centre would lead the establishment of the accreditation systems. In this respect the work of the STGs should indicate training gaps.

In the Centre's proposed structure there is a unit for Research and Postgraduate Studies. The idea behind the unit is for the Centre to organise research and postgraduate studies through a university. The Centre should clearly identify the areas for research and postgraduate training, but should then make arrangements with a university to lead and manage the research and the training. One way of establishing the unit is to fund a research programme and a Chair for Statistics at the University. The Centre could also negotiate a qualification with the University.

- **Civil society organisations**

Civil society organisations such as non-profit and non-governmental organisation are at times in need of statisticians with expertise in official/national statistics. In addition, several of them would be capable of sponsoring trainees at the Centre.

- **International organisations and the private sector**

Some international and private sector organisations would be in a position to fund certain needs of the Centre. They could provide bursaries or scholarships to needy trainees. They could also provide technical assistance in the form of supernumerary staff.

Line function reporting arrangements for the Centre

The Centre has a five-level hierarchical structure as indicated in the Figure 5 below.

Figure 5: Training Centre - line function reporting
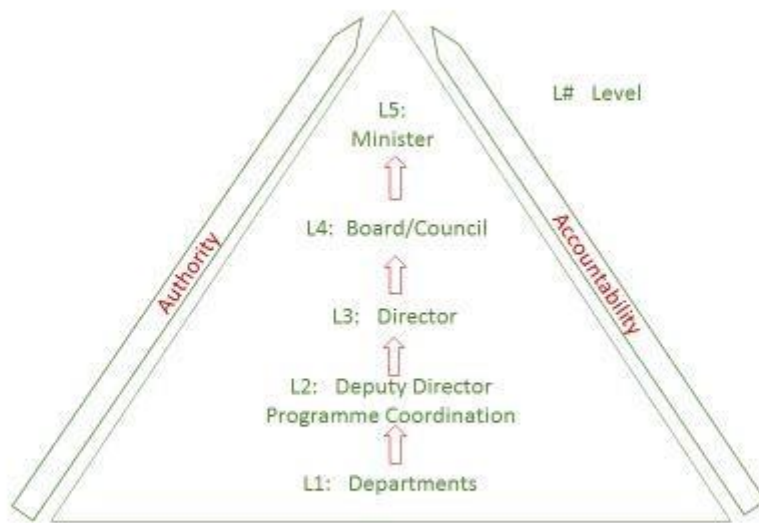
The flow of decision-making on the Training Centre's programmes and activities

As is the case with the Institute, reporting on programmes, initiatives, and activities of the Centre will take a different route from that of administration. These go as recommendations and approvals through the Institute to the Committee of Directors-General as indicated in Figure 6 below.

Figure 6: The flow of decision-making on the Training Centre's programmes and activities
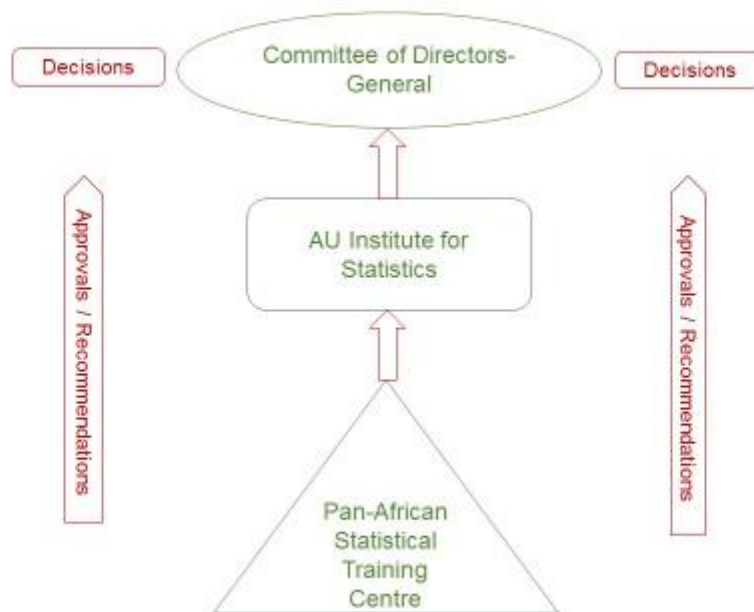
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ANNEX 2: List of Stakeholders Consulted

Name	Affiliation	Date	Address Email
Abebe, Haile Gabriel (Dr)	Director, Department of Rural Economy and Agriculture, African Union Commission	09 Oct 2014	Tel +251 11 518 28 56 Abebehg@africa-union.org
Akoi, Arsene	Institut National de la Statistique (INS), Abidjan, Côte d'Ivoire	27 Oct 2014	Tel +225 07 94 54 43 akoiarsene@yahoo.fr
Awed, Ahmed Mokhtar	Senior Political Officer & Focal Point AU/UN Cooperation, Department of Peace and Security, African Union Commission	10 Oct 2014	Tel +251 11 551 38 22 X612 ahmedm@africa-union.org
Carlquist, Torbioern	Director-General Development and Cooperation, Eurostat, Luxembourg	23-24 Oct 2014	
Doffou, N'Guessan Gabriel	Secrétaire Général, Institut National de la Statistique, Abidjan, Côte d'Ivoire	27 Oct 2014	Tel + 225 57 25 59 03 nguessangabriel@gmail.com
Ezigbalike, Chukwudozie	Director, African Centre for Statistics, United Nations Economic Commission for Africa, Addis Ababa, Ethiopia	20 Oct 2014	Tel +251 11 544 3050/3321 Fax +251 11 551 0389 Ezigbalike.uneca@un.org
Goore, Bi Zahi Robert	Institut National de la Statistique (INS)	27 Oct 2014	Tel +225 20 25 59 19
Hamouda, Ben Lamine	Director, Statistical Coordination and International Cooperation, National Institute of Statistics, Tunisia	3-7 Nov 2014	*Benlamine.hamouda@ins.tn*
Hedi, Saidi	Director-General, National Institute of Statistics, Tunisia	3-7 Nov 2014	saidi.hedi@ins.tn
Ilboudo, Joseph Tinfissi	Chief, Statistical Development Section, African Centre for Statistics, United Nations Economic Commission for Africa, Addis Ababa	20 Oct 2014	Tel +251 11 544 5533 Mobile +225 07 80 07 68 jilboudo@uneca.org
Junker, Claudia	Head of Statistical Cooperation, EUROSTAT, Luxembourg	23-24 Oct 2014	Tel +352 4301 35774 Fax +352 4301 32139 http://epp.eurostat.ec.europa.eu
Koffi, N'Guessan	Directeur Général, Félix Houphouet – Boigny Institut National Polytechnique, Ministère de l'Enseigenement et de la Recherche Scientifique, République de Côte d'Ivoire, 08 BP 3 Abidjan 08, Côte d'Ivoire	27 Oct 2014	Tel +225 07 11 25 46 nguessankoffjt@yahoo.com
Koffi, N'Guessan	Directeur, École Nationale Supérieure de Statistique et d'Économie	27 Oct 2014	Tel +225 06 22 22 38

	Appliquée (ENSEA)		nguessan.koffi@ensea.ed.ci
Kouakou, N'goran Jean Arnaud	Statistician, ENSEA, Cote D'ivoire	27 Oct 2014	jakouakou@yahoo.com
Lufumpa, Charles Leyeka	Director, Statistics Department, African Development Bank	7 Nov 2014	C.LUFUMPA@afdb.org
Madaya, Norah	Director, Statistical Coordination Services, Uganda Bureau of Statistics, Kampala, Uganda	30 Oct 2014	+256 414 706004 Norah.madaya@ubos.org
Maringwa, James	Expert – Trade related Results Based Planning, Department of Trade and Industry, African Union Commission	10 Oct 2014	Mobile +251 912 610 945 maringwaj@africa-union.org
Mbong Mbong, Luc	Independent Consultant	3-7 Nov 2014	lucmbong@yahoo.com
Musana, Imelda Atai	Deputy Executive Director, Statistical Production and Development, Uganda Bureau of Statistics, Kampala, Uganda	30 Oct 2014	+256 414 706011 imelda.atai@ubos.org
Nguema, Jean Nestor	Deputy-Director General, National Institute of Statistics, GABON	27 Oct 2014	nguemamebane@yahoo.fr
Mungyereza, Ben Paul	Executive Director, Uganda Bureau of Statistics, Kampala, Uganda	30 Oct 2014	Ben.mungyereza@ubos.org
Nougbodohoue, Samson Bel-Aube	Statistician, African Union Commission	3-7 Nov 2014	Tel +251 11 5517700 Bel-aubeN@africa-union.org
Radermacher, Veronika	Pan African Programme	23-24 Oct 2014	Veronika.Radermacher@ec.europa.eu
Samb, Mamadou	Independent Consultant	3-7 Nov 2014	samb166@yahoo.fr
Sangaré, Moustapha Karam	Deputy Director-General, Institut National Polytechnique Félix HOUPHOUËT-BOIGNY, Cote D'ivoire	27 Oct 2014	+225 07 43 64 19 mksangare@inphb.edu.ci
Skaskevitch, Youri	ERETES, Eurostat, Luxembourg	23-24 Oct 2014	Youri.SKASKEVITCH@ec.europa.eu
Tariku, Aberash	Director, Central Statistical Agency, Ethiopia	15 Oct 2014	Tel +251 kaberash@yahoo.com
Thompson, Ceri	Team Leader, African Cooperation, EUROSTAT	23-24 Oct 2014	Ceri.THOMPSON@ec.europa.eu
Traore, Yagouba	Senior Information and Data Analyst, Human Resources, Science and Technology Division, Department of Infrastructure and Energy, African Union Commission, Infrastructure and Energy Division	09 Oct 2014	Tel +251 traorey@africa-union.org
Yeo, Dossina	Head of Statistics Division, African Union Commission	3-7 Nov 2014	DossinaY@africa-union.org

Zgoulli, Mouna	Directeur Central, Diffusion Information & Coordination, Institut National de la Statistique, Tunis, Tunisie	3-7 Nov 2014	Tel +216 71 780 504 Fax +216 71 792 559 zgoulli.mouna@ins.tn