

	
AFRICAN UNION COMMISSION	UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL ECONOMIC COMMISSION FOR AFRICA
<i>Fifth meeting of the Committee of Experts</i>	<i>Twenty-ninth meeting of the Committee of Experts</i>

Meeting of Experts of the 3rd Joint Annual  
Meeting of the AU Conference of Ministers of  
Economy and Finance and ECA Conference of  
Ministers of Finance, Planning and Economic  
Development

Distr.: General  
AU/CAMEF/EXP/19(IV)  
Date: 24 March 2010

Original : French

*Lilongwe, Malawi  
25-27 March 2010*

## Implementation of the Conference Resolution on African Charter on Statistics

### Status Report

## I. INTRODUCTION

1. The Joint Annual Meetings of the AU Conference of Ministers of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development which held in Cairo, Egypt, after considering the report on the implementation of the African Charter on Statistics, passed a resolution:

- calling all African countries to sign and ratify the Charter as rapidly as possible so that it can enter into force and offer a regulatory framework for statistics development and coordination on the Continent;
- requesting the African Union Commission (AUC) to conduct, in collaboration with Member States, Regional Economic Communities (RECs), the ECA, the African Development Bank (AfDB), and the African Capacity Development Foundation (ACBF), consultations in a bid to establish a mechanism for coordinating, monitoring and evaluating the implementation of the Charter;
- requesting the AUC to finalize, in close collaboration with Member States, RECs, the ECA, the AfDB and the ACBF, the technical study on the practical modalities for mobilising financial resources for the creation of the African Fund for Statistics Development;
- also requesting the AUC to develop a strategy for the harmonisation of statistics on the Continent, in close collaboration with Member States, RECs, the ECA, the AfDB and ACBF;

2. Thus, pursuant to these recommendations and under the auspices of the AUC, the abovementioned stakeholders conducted various activities in collaboration with all members of the African Statistical System (ASS) and development partners.

3. This report presents those actions and the results achieved. It also makes recommendations for the pursuit of current actions as well as for future activities.

## II. AFRICAN CHARTER ON STATISTICS

### I.1. Signing and ratification of the Charter

4. The Assembly of Heads of State and Government of the African Union, at its 12<sup>th</sup> Ordinary Session in Addis Ababa, Ethiopia, **ADOPTED** the African Charter on Statistics by decision **ASSEMBLY/AU/DEC. 210 (XII)** of 3 February 2009 and **CALLED UPON** all Member States to sign and ratify the Charter as quickly as possible to permit it to enter into force and thus offer a regulatory framework for statistics development in Africa.

5. As a legal instrument at the service of statistics development in Africa, the Charter outlines the methodological and ethical principles that should ensure real time production of harmonised, quality statistics in Africa, as a means of addressing the requirements and norms which make them reference African statistics.

6. In that connection, all members of the ASS, all professionals of statistics in Africa as well as development partners are invited to take ownership thereof, promote the Charter within their respective countries, place all their actions within its purview and abide by the principles stated therein.

7. The effective implementation of the Charter requires greater and efficient collaboration between data providers, producers and users, thereby enabling an increase in the quality and use of statistical information. Permanent dialogue should also be engaged with the various institutions in the countries for the purpose of promoting a culture of statistics.

8. Furthermore, the Charter invites African decision-makers to establish factual observation as the basis for policy formulation, monitoring and evaluation. Statistical information should be considered as an indispensable and open tool for decision-making. Owing to the fact that the implementation of the Charter requires financial resources and institutional capacity building for the ASS, African States therefore have the responsibility of guaranteeing stable and adequate financing for statistical activities, as well as enhancing the independence and status of National Institutes of Statistics (NIS) and regional and continental statistics services.

9. To date, 17 (seventeen) AU Member States have signed the Charter and only 1 (one) Member State has, in addition, ratified it. Under the current rules, the Charter will enter into force following the ratification and deposit of instruments of ratification by 15 (fifteen) AU Member States. Countries which have not yet signed and ratified the Charter are invited to do so.

Table 1: Status of signature and ratification of the Charter by Member States

No	Country	Date of signature	Date of ratification	Date of deposit
1	Bénin	17/08/2009		
2	Côte d'Ivoire	11/06/2009		
3	Republic of Congo	28/06/2009		
4	Gambia	30/06/2009		
5	Ghana	28/06/2009		
6	Mozambique	17/06/2009		
7	Niger	12/05/2009		
8	Rwanda	15/05/2009		
9	Sierra Leone	18/06/2009		
10	Togo	12/05/2009		
11	Comoros	02/02/2010		
12	Democratic Republic of the Congo	02/02/2010		
13	Gabon	29/01/2010		
14	Kenya	25/01/2010		
15	Mauritius	21/01/2010	27/01/2010	09/02/2010
16	Sao Tomé and Príncipe	01/02/2010		
17	Zambia	31/01/2010		

## 1.2. Prospects for speeding up the ratification and effective implementation of the Charter

10. In terms of prospects, the AUC has embarked on developing a **strategy to speed up the Charter signing and ratification process**, in collaboration with the ECA, AfDB, RECs and all Member States, and with support from the Partnership in Statistics for Development in the 21<sup>st</sup> Century (PARIS21). This document will examine the procedures or processes for accession by AU Member States to African legal instruments, such as international treaties or conventions; clearly identify possible obstacles related thereto; and propose a clear approach that should facilitate the signing and ratification of the Charter by all Member States.

11. It is important for the Charter to go beyond the ratification stage so that it is effectively implemented by all ASS members. Therefore, in addition to this strategy, **advocacy documents to popularise the Charter so as to ensure its appropriation by all stakeholders** will be elaborated with support from the World Bank. NIS, in their capacity as coordinators of National Statistics Systems (NSS) are called upon to popularise the Charter in their respective countries, using appropriate means and the set of documents to be forwarded to them. Schools and training centres will also be invited to include a training module on the Charter in their programmes.

12. Similarly, a **manual (guide) for effective and efficient implementation of the Charter** is being prepared. This document will serve as a methodological framework based on the principles stated in the Charter and on recommendations for the elaboration and implementation of National Strategies for Development of Statistics (NSDS), as stipulated in the guides developed by PARIS21. Reviews by NSS peers, based on Charter principles, were conducted in 4 (four) pilot countries. A **baseline study** will also be conducted, in collaboration with the ECA and AfDB, and with support from the World Bank, to analyse the extent to which countries apply the fundamental principles of official statistics as well as those stated in the Charter.

### **I.3 Coordination Mechanism for Charter implementation**

13. Concerning the elaboration of a coordination mechanism for Charter implementation, a meeting of the African Statistical Coordination Committee (ASCC) will hold to examine the coherence of committees or working groups proposed by the AUC study in relation to existing working groups, in a bid to avoid duplication.

## **III. ELABORATION OF THE STRATEGY FOR THE HARMONISATION OF STATISTICS IN AFRICA (SHASA)**

### **III.1. Background and Justification**

14. The need for quality, comparable statistical information which reflect African realities and specificities is becoming ever more vital. In fact, statistics that are reliable, timely and comparable over time and space are critical for effectively implementing community policies at the regional and continental levels. The AU and RECs cannot design and implement their common policies (monetary, fiscal, agricultural, industrial, etc.) based on statistics produced from differing concepts and methodologies.

15. It is thus important to adapt statistical production to Africa's development needs and priorities, as well as to the calendar of the political, economic, social and cultural integration process in Africa.

16. Pursuant to the resolution of the ministerial meeting referred to earlier, and in collaboration with ECA, AfDB and other ASS stakeholders, the AUC prepared a Draft Strategy for the Harmonisation of Statistics in Africa (SHaSA) in a bid to accompany the process of African integration. This strategy brings together all actors of the ASS, defines and specifies their interventions as well as modalities for efficiently working together for real time and continuous production, in all areas of the Continent, of quality and harmonised *African* statistics.

17. A meeting of the Committee of General Managers of NIS was held in East London, Republic of South Africa, from 10 to 12 December 2009, to consider the

Draft Strategy, among other issues. The Committee adopted the Strategy and recommended its adoption by the Statistical Commission for Africa (STATCOM-Africa), the Joint Annual Meetings of the AU Conference of Ministers of Economy and Finance and ECA Conference of African Ministers of Finance, Planning and Economic Development, as well as by AU policy organs.

18. Many fundamental reasons helped the definition and implementation of such a continental strategy for statistical harmonisation. **First**, the aim is to achieve the main objective of the Charter, which is to provide an appropriate framework for the harmonisation of statistical information in Africa, in a bid to make them comparable between countries and regions. **Second**, like the RECs, to experiment in a diverse and heterogeneous manner, the production of statistics required for the definition, monitoring and evaluation of the various policies/programmes/projects which underpin the process of integration at regional level, entails having harmonised, reference statistics, which are produced regularly and made available in real time for continental integration programmes. The production of these statistics should conform, both upstream and downstream, to needs progressively expressed by the African integration process. **Third**, statistical integration at continental level requires the commitment and contribution of all stakeholders of the African Statistical System. It is therefore necessary to think up a strategy which integrates all actors, defines and specifies their interventions as well as the modalities which enable them to work efficiently and collectively towards the development of harmonised statistics at the service African integration.

### III.2. Strategy

19. SHaSA critically examined the state of production of harmonised statistics in the various regions of the Continent and assessed the activities of all ASS members. The document also highlights the difficulties faced in implementing initiatives in the area of statistical harmonisation. Among these difficulties are, notably: (i) problems of stable and adequate financing of statistical activities; (ii) difficulties related to measurement of events in Africa; (iii) Africa's absence or low level participation in international forums or meetings for adoption of norms and methods; (iv) absence of standards for methodologies and tools for statistical data collection and compilation; (v) low institutional capacity of ASS members; (vi) low statistics profile in Africa; and (vii) poor coordination of statistical activities on the Continent.

20. SHaSA presents the following main elements: the aim, the vision, the areas, the objectives and the strategic initiatives.

#### (i) *Strategic aim*

21. SHaSa seeks to contribute to building an integrated Africa which speaks with one voice and constitutes a dynamic force on the world scene. The overall

objective is to ensure the obtention of credible information and harmonised data, that is produced regularly, promptly, covering all political, economic, social and cultural dimensions of integration.

### **(ii) Strategic vision**

22. The AU is essentially engaged in formulating, implementing and monitoring policies and programmes for Africa's integration. The challenge for the Statistics Unit at the African Union Commission and the entire membership of ASS is to sustain this process by providing harmonised and reliable statistics covering the political, economic, social and cultural domains. In fact, the monitoring of community commitments makes statistical harmonisation more than just a necessity, raising it to the level of a priority for Africa.

23. The vision of the Statistics Unit at the AU, and that of Africa as a whole, with regard to statistical harmonisation for intégration, is thus based on the development of a strategy that seeks to "light the path to an integrated Africa, which is led by its citizens and constitutes a dynamic force on the world scene (AU 2009), **through regular and timely provision of statistical information that is harmonised, reliable and up-to-date, and which covers the political, economic, social and cultural dimensions**".

24. The operationalisation of this vision will be achieved through strengthening the ASS to make it functional for the renaissance of African statistics. The availability of *harmonised, quality African statistics which is produced by African statisticians for Africans*, will favour the emergence of **African reference statistics** and the birth of an **African statistical identity** at the international level.

25. An analysis of the ASS led to the identification of four strategic areas for effective implementation of the Strategy. These strategic areas are detailed and explained below:

### **(iii) Strategic areas and objectives**

26. SHaSA was elaborated as a means of finding solutions to challenges linked to quality statistics production, coordination of the African Statistics System, and institutional capacity building, as well as to the institution of a culture of statistics on the Continent. It comprises 4 (four) strategic areas, each with strategic objectives and a number strategic initiatives. A description of the strategic areas and objectives of the Strategy is contained in **Annex 1**.

#### IV. AFRICAN STRATEGY FOR IMPLEMENTING THE 2008 SNA

27. The System of National Accounts (SNA) is a framework for coherence which is based on the norms and concepts that allow wealth creation in a country during a given period to be assessed. The SNA is a framework which is accepted by all countries as a reference for drawing up national accounts.

28. The 2008 SNA, which was adopted at the 39<sup>th</sup> session of the United Nations Statistical Commission, is intended to replace the 1993 SNA which, unfortunately, had not been fully implemented by some African countries. This situation is similar to what the Continent experienced during the transition from the 1968 SNA to the 1993 SNA. A vast majority of African countries always find it difficult to implement the various SNA versions. Among the difficulties is the absence of provisions to address African specificities like dealing with the informal sector and the actual organisation of African societies.

29. The adoption of the African Charter on Statistics paved the way for an approach which is more suited the continent's level of statistical development. Thus, following the adoption of a reference regional strategic framework for statistical capacity building in Africa, to be implemented within countries through National Strategies for Development of Statistics (NSDS), African countries decided on a strategic approach to harmonise statistical work so as enhance their usefulness to the continental integration objective.

30. Thus, 7 (seven) working groups were set up at the first meeting of the Statistical Commission for Africa in January 2008. One of these groups is the Working Group on National Accounts (WGNA), which is chaired by the AfDB, with the other members being the African Union Commission (AUC), the Economic Commission for Africa (ECA), the Southern Africa Development Community (SADC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), the Arab Maghreb Union (AMU), the African Capacity Building Foundation (ACBF), the Economic and Statistical Observatory of Sub-Saharan Africa (AFRISTAT) and some twenty African national accounting experts.

31. The implementation of the 2008 SNA on the African continent was thus designed as a programme developed with the involvement of all ASS stakeholders, that is, countries, as well as continental and regional organisations. The Strategy covers a period of 5 (five) years (2010 - 2014) and has 7 (seven) strategic areas, 16 (sixteen) strategic objectives and 43 (forty-three) activities. This five-year programme is presented in a logical framework matrix with desired endstate, scope, performance indicators and suggested targets.



32. The cost of the 2008 SNA implementation strategy for the 2010-2014 period is estimated at US \$100 million, out of which thirty million dollars will be dedicated to the creation of a higher national accounting training institute.

33. On a technical level, the strategy was adopted by the Committee of General Managers of African NIS which met in East London, Republic of South Africa, from 10 to 12 December 2009, and by STATCOM-Africa, at its 2<sup>nd</sup> session held from 18 to 21 January 2010 in Addis Ababa, Ethiopia.

Table 2. Strategic areas of the strategy :

Strategic area	Designation
Area No. 1	Providing the continent of Africa with a System of National Accounts (ASNA) which is suited to its social and economic realities
Area No.2	Enhancing ICP-Africa achievements in the sphere of national accounting
Area No.3	Developing an optimal and efficient operational system for the production and dissemination of national accounts
Area No.4	Building capacities for national accounts production and analysis
Area No.5	Scaling up the provision and quality of primary data for compiling NSDS-based national accounts
Area No.6	Increasing human, material and financial resources
Area No.7	Conducting advocacy at all levels of decision-making
Monitoring/Evaluation and Reporting	

## V. RECOMMENDATIONS

34. In a bid to accelerate the conduct of current and future activities, **the Conference of Ministers** recommends as follows:

### (i) Signature and ratification of the African Charter on Statistics

- Invites all AU Member States to sign and ratify the Charter so that it enters into force as quickly as possible;
- Mandates the AUC, ECA, AfDB and other members of the ASS to finalise the advocacy strategy for the ratification of the charter and to implement same for the purpose of speeding up the ratification of the Charter;
- Also mandates the AUC, ECA, AfDB and other members of the ASS to conduct NSS peer reviews; and
- Requests the AUC, ECA, AfDB and other members of the ASS to finalise the coordination mechanism for implementing the Charter so as to enhance the coordination of statistical activities in Africa.

**(ii) Elaboration of the Strategy for the Harmonisation of Statistics in Africa (SHaSA)**

- Adopts the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and recommends its adoption by organs of the African Union (AU);
- Requests Member States to take all measures necessary for the implementation of all the initiatives contained in the strategy;
- Requests that the statistical unit within the AUC be strengthened by establishing a Statistics Department to enable the effective implementation of the Strategy for the Harmonisation of Statistics in Africa (SHaSA) and the African Charter on Statistics;
- Mandates the AUC, in close collaboration with the ECA, AfDB, RECs and Member States, to create an independent African institute of statistics;
- Also request that statistics units within RECs be strengthened so as to effectively play their roles in the production and coordination of statistical activities at regional level;
- Invites countries to ensure autonomy in statistical production by instituting laws on statistics and regulatory frameworks that comply with the African Charter on Statistics, as well as autonomous and independent statistical governance structures (NIS, statistical commissions or boards, etc.); and to provide funds for statistical development;
- Mandates the AUC, ECA, AfDB, RECs to provide assistance to countries for implementing SHaSA ; and,
- Requests partners in development to support SHaSA implementation.

**(iii) African Strategy for the implementation of the 2008 SNA**

- Adopts the African Strategy for implementing the 2008 SNA;
- Endorses the African Strategy for implementing the 2008 SNA as the first pillar of SHaSA;

- Requests all actors in statistical development in Africa, notably pan-African institutions, RECs, regional organisations, as well as countries to appropriate this strategy and mobilise the necessary funds for its implementation; and
- Requests partners in development to support its implementation.

## ANNEX : Programme of work

## STRATEGIC AREA No. 1: Producing quality statistics for Africa

## Strategic objective 1: Broadening the statistical information base

Strategic initiative	Output	Performance indicator	Benchmarks /Targets	Results
Conducting regular population and housing censuses	Statistical information on: - Population: composition, distribution, size & growth - Migration - Employment - Education - Social and health - Migratory movements - Housing /living conditions - Poverty - Gender	- Number of countries which conduct and publish results of population and housing censuses	- 53 countries committed to conducting population and housing censuses during the 2010 Round, as well as to conducting periodic censuses and housing surveys on a regular basis - 53 countries conducting population and housing censuses during the 2010 Round, publish the results within the recommended period and conduct periodic censuses and surveys on a regular basis	MDG and other social and demographic sector indicators to inform an integrated development process
Conducting regular censuses and economic surveys	Statistical information on: - Price statistics	- Number of countries which conduct ICPs - Periodicity of ICPs	- 53 countries publish the ICP results before 2013 and every five years thereafter	- Purchasing power Parity (PPP) - Decisions on investment & trade
	Statistical information on spatial development initiatives (infrastructure) : - Transport - Energy - Communication - Water resources	- Number of countries which conduct surveys on spatial development initiatives (SDIs) - Periodicity of SDIs - Surveys on SDIs	- 53 countries conduct surveys on SDIs every 3 years	- Information on inter-state connection and development
	Statistical information on agricultural production and transactions	- Number of countries which conduct surveys based on satellite imaging - Survey periodicity - Number of countries which produce statistics on agricultural trade	- 53 annually publish results of surveys based on satellite imaging as well as statistics on agricultural trade by 2012	- Information on food security and nutrition initiatives (such as CAADP)  - Enhanced food security and improved nutrition

	Statistical information on Trade	- Number of countries which conduct surveys on trade - Periodicity of surveys	- 53 countries annually publish trade statistics by 2012	- Well informed trade policies - Development of trade on the continent
	Statistical information on industry	- Number of countries which conduct industrial surveys - Periodicity of surveys	- 53 countries annually publish industrial statistics by 2012	- More effective development of production capacities
	Statistical information on climate change: - CO2 emissions - Rising ocean levels - Desertification	- Number of countries which conduct surveys on climate change - Periodicity of surveys	- 53 countries annually publish climate change statistics by 2012	- Improved climate mitigation and adaptation on the Continent
	Statistical information on natural resources	- Number of countries which conduct surveys on natural resources - Periodicity of surveys	- 53 countries annually publish natural resource statistics by 2012	- Improved natural resource management and exploitation
	Statistical information on tourism and cultural goods	- Number of countries which conduct surveys on tourism - Periodicity of surveys	- 53 countries annually publish statistics on tourism and cultural goods by 2012	- An Africa which is culturally and socially integrated
	Statistical information on the informal sector	- Number of countries which conduct surveys on the informal sector - Periodicity of surveys	- 53 countries annually publish informal sector statistics by 2012	- Better management of the economy and the informal sector
Strengthening and exploiting administrative and other sources of statistical data	Civil status registries: - Population - Private enterprises - Geographic frameworks - Information from localities	- Number of countries with a civil status registration system	- 53 countries have a civil status registration system	- Accessible and low-cost registration system
	Statistical information on economic convergence criteria	- Number of countries which produce and publish indicators on economic convergence criteria	- 53 countries annually publish statistics on economic convergence criteria by 2012	- Economic convergence
	Statistical information on Gross National Product (GNP) and its components	- Number of countries which produce and publish GNP data	- 53 countries annually publish GNP statistics by 2012	- Better management of the Paris Declaration on the effectiveness of aid and MDG 8
Developing a data base on statistical information for the African Peer Review Mechanism (APRM)	Statistical information on: - Peace and security - Governance	- Number of countries which produce and publish statistical information on peace, security and governance	- 53 countries annually publish statistical information on peace, security and governance by 2012	- An Africa which is better governed

## Strategic objective 2: Transforming existing statistics for comparability

Strategic initiative	Output	Performance indicator	Benchmarks /Targets	Results
----------------------	--------	-----------------------	---------------------	---------

Adopting methodologies for re-processing and adjustment	Manuals on methodologies for re-processing and adjustment	- Number of manuals	- Manuals available on methodologies for re-processing and adjustment in all domains of integration by 2011	- Comparable statistics for making quality decisions to inform the integration process
Producing and validating comparable data	- Comparable data has been published	- Number of statistical domains with comparable data	- Comparable statistics in all domains of integration by 2012	- Comparable statistics for making quality decisions to inform the integration process

### Strategic objective 3: Harmonising norms and methods of statistical production

Strategic initiative	Output	Performance indicator	Benchmarks /Targets	Results
Adapting international norms and methods to African realities	- Manuals on common norms and methods	- Number of manuals	- Manuals available on common norms and methods in all domains of integration by 2014	- International norms and methods applicable to African realities
Implementing common norms and methods that have been adopted	- Harmonised statistics	- Number of statistical domains which have been harmonised	- 53 countries which implement common norms by 2014	- International norms and methods applicable to African realities

## STRATEGIC AREA No. 2: Coordinating the production of quality statistics for Africa

## Strategic objective 1: Strengthening cooperation ties between institutions of the African Statistics System

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Strengthening the African Statistical Coordination Committee (ASCC)	- A common agenda on statistical activities for pan-African institutions	- Number of programmes selected	- Annual statistical agenda agreed on	- Harmonised programmes
Creating statistical units in RECs which lack them (AMU, CEN-SAD, ECCAS, IGAD)	- Functional statistical entities	- Number of functional statistical entities	- 4 functional statistical entities created by 2011	- Better coordination of statistical development in RECs
Strengthening statistical units in RECs	- Functional statistical entities - Common regional statistical programmes and profiles	- Number of functional statistical entities - Number of intra-regional programmes	- Annual programmes of RECs by 2011	- Better coordination of statistical development in RECs - Harmonised regional programmes

## Strategic objective 2: Establishing an efficient coordination mechanism

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Implementing a coordination framework for the ASS	- Coordination framework <sup>1</sup>	- Number of members of the ASS that abide by the framework	- Coordination framework adopted by 2010	- Harmonised statistics - Efficient use of resources
Implementing the African Charter on Statistics (ACS)	- Peer Review Report	- Number of countries which have signed and ratified the Charter	- 15 countries have signed and ratified the Charter by 2010	- Regulated environment for statistics development
Strengthening the statistics unit at the AU Commission	- Department of Statistics is functional at the AU Commission	- Number of harmonised statistical programmes which improve the integration agenda	- Department of Statistics at the AUC established by 2012	Sustained production of harmonised statistics
Creating an independent African statistical institution	- Independent African statistical institution is functional	- Number of programmes conducted by the institute	- African statistical institution created by 2014	Harmonised statistical activities and statistics exploited for the development of the continent

<sup>1</sup> Mechanism for coordination, monitoring and evaluation; TORs for members of the ASS; governance structures; etc.



## Strategic objective 3: Defining statistical priorities for implementing the integration process

Strategic initiative	Output	Performance indicator	Benchmarks /Targets	Results
Identifying statistical priorities	- Compendium of statistical priorities	- Number of countries which have included the integration programme into their statistical master plan	- Annual African work programme by 2011 - 53 countries have published their their statistical master plans which comply with the annual African work programme by 2011	- Statistical work programmes harmonised in conformity with integration priorities
Selecting and defining indicators statistical	- List of statistical indicators with their definitions	- Number of indicators produced and published	- Statistical indicators updated annually	- African Statistical System harmonised in accordance with priorities

STRATEGIC AREA No. 3: Sustainably strengthening the African Statistical System's institutional capacity

Strategic objective 1: Ensuring autonomy in production

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Developing NSDS	- NSDS	- Number of countries which have developed a NSDS	- 53 countries by 2011	- Better coordination and development of statistical activities in countries
Implementing NSDS	- Implementation plan - Monitoring report	- Number of countries which implement a NSDS	- 53 countries by 2012	- Better coordination and development of statistical activities in countries
Conducting peer reviews	- Peer Review Reports on national statistical systems	- Number of peer review reports	- Peer Review Reports on the 53 countries by 2014	- Improved national statistical systems
Ensuring sustainable financing for statistical activities	- African Statistical Fund - National statistical funds	- Adequate funds - Sustainability of sources	- African Statistical Fund in 2011 ; and at least 25 national statistical funds created by 2014	- Adequate and sustainable financing for statistical activities
Adopting laws on statistics and regulatory frameworks that comply with the ACS	- Laws on statistics that are up to date	- Number of countries with up-to-date laws on statistics which comply with the Charter	- 53 countries have laws on statistics which comply with the Charter by 2013	- Enhanced regulatory frameworks for statistical activities
Establishing autonomous NIS	- Autonomous NIS	- Number of autonomous NISs	- 53 autonomous NIS by 2014	- Objective facts for the integration process
Putting in place independent governance structures to promote autonomous production	- Functional statistical commissions, boards, associations, etc.,	- Number of functional governance structures created	- 53 countries have created statistics governance structures by 2013	- Improvement in governance and advocacy for statistics

## Strategic objective 2: Building sustainable statistical capacities

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Developing harmonised training programmes	- Training norms - Normalised training programmes	- Number of schools and centres which have adopted the training norms	- All schools and centres have adopted the training norms by 2011	- Competent statisticians - Enhanced level of integration of training centres - Flexibility in learning/training methods
Strengthening statistical training schools and centres	- Centres of excellence in all domains of statistical production	Number of centres of excellence	Centres of excellence in all domains of statistics by 2014	- World class institutes which produce a critical mass of competent statisticians
Participating in international statistical training/programmes	- Reports on statisticians who have been trained	Number of training programmes conducted	At least 100 statisticians have been trained each year by 2013	- Competent statisticians
Ensuring the holding of the exhibition on "Young African Statisticians" (YAS) in accordance with the ISibalo Capacity Building Programme	- Annual report on mentoring and coaching programmes	Number of YAS coached and supervised	At least 1,000 YAS supervised and trained by 2012	- Increasing number senior-level statisticians with experience and who are operational
Establishing an African statistical training centre	- Training centre for Africa <sup>2</sup>	- Number of courses offered - Number of persons trained - Research results	- Training centre created by 2012 - At least 100 persons trained each year by 2014	- Sustained statistical scholarship capacity in Africa

<sup>2</sup> In addition to training in statistics, the centre will offer training in management, leadership and languages, as well as retraining and refresher courses.

## Strategic objective 3: Instituting an efficient technological environment

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Setting up a management information system (MIS) for monitoring the integration process	- MIS is functional for monitoring the integration process	- Number of domains of integration /aspects covered	- Annual report on progress in the integration process as from 2010	Enhanced monitoring of integration efforts
Developing a statistical data bank	- Statistical data bank is functional	- Number of indicators contained in the data bank	- Statistical data bank covering all domains of integration as from 2010	- Enhanced evidence-based decision-making
Harmonising tools and platforms for dissemination	- Tools and platforms for dissemination have been harmonised	- Number of countries which have adopted the normalised tools and platforms for dissemination	- 53 African countries have adopted the standard tools and platforms for dissemination by 2014	- Sufficient dissemination - Information is accessible for better decisions

## STRATEGIQUE AXE 4: Inculcating a culture of quality decision-making

## Strategic objective 1: Encouraging evidence-based decision-making with statistics

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Engaging decision-makers, especially legislators, in discussions on statistics	- Annual report on the commitment by governments, parliamentarians, civil society and the private sector	- Number of decision-makers who use statistics in making decisions	- 3 continent-level meetings with decision-makers as from 2010	- Quality decisions - Better economic and social results
Conducting advocacy for using statistics	- Advocacy strategy	- Number of countries in which the strategy is implemented	- Advocacy strategy is finalised and implemented by 2014 in the 53 countries	- Quality decisions - Better economic and social results

## Strategic objective 2: Improving the communication of statistical information

Strategic initiative	Output	Performance indicator	Benchmarks/Targets	Results
Developing a strategy for disseminating statistical data	- Dissemination plan - Manuals on dissemination of statistical information	- Number of manuals	- Manuals ready by 2011	- Quality decisions - Better economic and social results
Developing a communication plan	- Plan is approved	- Use of Internet sites - Perception of users	- 10% increase in number of visits to the Internet sites by 2012 - Survey on user satisfaction level conducted by 2012	- Increased use of statistics