

# GUIDELINES

## for Mainstreaming SHaSA-2 into NSDS & RSDS

### Version 1.1

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# ACRONYMS AND ABBREVIATIONS

<b>AACB</b>	Association of African Central Banks
<b>ACBF</b>	African Capacity Building Foundation
<b>ACS</b>	African Charter on Statistics
<b>AfDB</b>	African Development Bank
<b>AFRISTAT</b>	Economic and Statistical Observatory of Sub-Saharan Africa
<b>AFRITAC</b>	Regional Technical Assistance Center for Africa
<b>AMU</b>	Arab Maghreb Union
<b>AfSS</b>	African Statistical System
<b>AU</b>	African Union
<b>AUC</b>	African Union Commission
<b>CAR</b>	Consolidated Activity Report
<b>CCSA</b>	Committee for the Coordination of Statistical Activities
<b>CEN-SAD</b>	Community of Sahel-Saharan States
<b>CoDG</b>	Committee of Directors General
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>EC</b>	Executive Committee
<b>ECA</b>	United Nations Economic Commission for Africa
<b>ECCAS</b>	Economic Community of Central African States
<b>ECOWAS</b>	Economic Community of West African States
<b>IGAD</b>	Intergovernmental Authority for Development
<b>MDA</b>	Ministries, Departments and Government Agencies
<b>NCS</b>	National Council of Statistics
<b>NIS</b>	National Institute of Statistics
<b>NSDS</b>	National Strategies for the Development of Statistics
<b>NSS</b>	National Statistical System
<b>PARIS21</b>	The Partnership in Statistics for Development in the 21st Century
<b>REC</b>	Regional Economic Community
<b>RSDS</b>	Regional Strategy for the Development of statistics
<b>RSP</b>	Regional Statistical Programme
<b>RSS</b>	Regional Statistical System
<b>SADC</b>	Southern African Development Community
<b>SHaSA</b>	Strategy for the Harmonization of Statistics in Africa
<b>SIMS</b>	Statistical Information Management System
<b>STATAFRIC</b>	Statistical Institute of the African Union
<b>StatCom-Africa</b>	Statistical Commission for Africa
<b>STG</b>	Specialized Technical Group
<b>UNFPOS</b>	United Nations Fundamental Principles of Official Statistics



# FOREWORD

During the celebration of the 50th Anniversary of the Organization of African Unity/African Union in May 2013, African leaders made a solemn declaration to ensure the realization of the socio-economic, cultural, and political integration of the continent set in motion by the Union in the 1960s. The African Regional Integration Programme is backed by a number of treaties and protocols signed by the African Heads of State and Government, including the Abuja Treaty of 1991 which provides for the establishment of the African Economic Community endowed with a single currency. These decisions also called for the creation of regional economic blocs (Regional Economic Communities – RECs) and the establishment of free-trade zones within each REC. The vision was to institute a customs union at the continental level by 2019 and a common market by 2023, leading to a Pan-African economic and monetary union. The Abuja Treaty also recognizes the need for African countries to work together for economic and social development to lift their populations out of poverty.

The aspirations of this vision are clearly spelt out in “Agenda 2063: The Africa We Want”, which also defines the path that will lead to the emergence of a prosperous, integrated and peaceful Africa by 2063. Additionally, AU Member States are committed to the achievement of the 2030 Agenda for Sustainable Development and the 2015-2025 African Development Bank’s (AfDB’s) High Five transformational agenda for Africa whose aim is to reinforce regional development. Effort is also being made to integrate the priorities of these agendas into national and regional development plans, so as to guarantee coherent and coordinated implementation in Member States and sub-regions of the African continent.

In order to guarantee and monitor the success of these development programmes and the African integration process, it is imperative that reliable and harmonized statistics (based on standardized definitions, concepts, classifications and statistical methods and techniques) are regularly produced across domains and disseminated. In line with this, a *Strategy for the Harmonization of Statistics in Africa* (SHaSA) and the African Charter on Statistics (ACS) were developed and adopted in July 2009 to enable the African Statistical System (AfSS) to generate timely, reliable, and harmonized statistics covering the environmental, social, economic, cultural and political dimensions of sustainable development through the implementation of a harmonized statistics strategy. The SHaSA document provides information on the scope of the integration process and on sustainable and inclusive development in Africa. It also summarizes various initiatives undertaken at national, regional, continental and international levels to promote the coordination and production of harmonized and quality statistics.

In 2017, the SHaSA was updated to incorporate recent developments in the statistical field and to support the implementation of the various continental, regional and national development programmes. Three additional modules (Action Plan, Financing Plan and Resource Mobilization Strategy) were also prepared.

The main objective of the updated SHaSA (SHaSA 2) is to support the production of timely, reliable and harmonized statistics to aid the African integration process and inclusive development at the national, regional and continental levels, taking into account recent development agendas, particularly Agenda 2063, the AfDB Agenda for transforming Africa, and Agenda 2030, and priorities and constraints of national and regional statistical systems. The added objective is to improve statistical coordination among national statistical institutes, regional and continental organizations, and development partners.

SHaSA 2, together with its Action Plan, Financing Plan and Resource Mobilization Strategy, was adopted for implementation by Heads of State and Government during the 30th African Union Summit held in Addis Ababa in January 2018 as a Continental Strategy for the development of Statistics in Africa over the next 10 years.

The ACS, on the other hand, serves as an overarching policy framework for statistics development in Africa. Consequently, countries are working together to mainstream these statistical development strategies into their statistical programmes in order to establish a single monitoring and evaluation mechanism for all.

This methodological guide is to assist AU Member States and Regional Economic Communities (RECS) to integrate the updated continental Strategy for the Harmonization of Statistics in Africa (SHaSA 2) into National Strategies for the Development of Statistics (NSDS) and Regional Strategies for the Development of Statistics (RSDS) in order to improve the efficiency and effectiveness of the African Statistical System (AfSS). Since SHaSA 2 sits within the broader framework of the ACS, the expected actions for the implementation of the ACS have been included in the guidelines, wherever possible.

The guide is designed to be a practical document that outlines the main processes of integrating the critical components of SHaSA 2 into the new generations of NSDS and RSDS. This is to ensure that these strategies are implemented concurrently and in a coherent manner. It is expected that the guide will enhance the incorporation of SHaSA 2 into NSDS and RSDS in a systematic fashion to guarantee the production of a broad range of quality statistics to aid regional integration and sustainable and inclusive development.

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## CHAPTER 1

# Introduction



## 1.1 Overview of the Guide

These guidelines are intended to outline how the second Strategy for the Harmonization of Statistics in Africa (SHaSA 2) can be mainstreamed into National Strategies for the Development of Statistics (NSDS) and Regional Strategies for the Development of Statistics (RSDS). While NSDS is concerned with coordinating the national system of actors to produce quality data in all fields, RSDS focuses more on the production of comparable statistical indicators based on methodologies harmonized between countries to support the varied goals of regional integration processes.<sup>(1)</sup> SHaSA 2 takes a continental view of statistical development for Africa, underlining the unique challenges that the African data system faces as well as the opportunities to produce compelling information to drive national, regional and continental development strategies.

To be effective, improvements to statistical systems at the national, regional, and continental levels must be pursued together in a complementary way. Countries pursuing NSDS should align where possible with regional and continental strategies, while regional and continental actors must also take account of country priorities when updating their strategy documents. The construction of SHaSA 2, for example, was based on extensive country and regional consultation on constraints, priorities and opportunities to improve the data system at all levels.

This document first gives a brief overview of each of the 3 main strategies under consideration, SHaSA 2, NSDS, and RSDS, before examining how SHaSA 2 can be mainstreamed first into NSDS and then into RSDS design and implementation processes. These are intended as guidelines for the main stakeholders in the NSDS and RSDS processes and form the basis for a series of trainings that will be held with stakeholders.

## 1.2 Strategy for the Harmonization of Statistics in Africa

The second Strategy for the Harmonization of Statistics in Africa (SHaSA 2) is the Continental Strategy for the Development of Statistics for the period 2017-2026. This statistics development strategy is designed to support the implementation of wider continental development strategies, most notably the AU's Agenda 2063, the AfDB's High Five Transformational Agenda for Africa and Agenda 2030, as well as national and regional development plans. SHaSA 2 aims to improve statistical coordination and collaboration among all actors in the African Statistical System and is the fruit of the collective efforts of the four Pan-African organizations – African Union Commission (AUC), UN Economic Commission for Africa (ECA), African Capacity Building Foundation (ACBF) and African Development Bank (AfDB). The main objective of the strategy is to enable the African Statistical System to generate timely, reliable, and harmonized statistical information on the following dimensions of sustainable development: (i) environmental, (ii) social, (iii) economic, and (iv) cultural and political.

*(1) Both the NSDS and the RSDS processes are coordinated by the Partnership in Statistics for Development in the 21st Century (PARIS21) and this guide relies heavily on their materials, which can be found on their website.*



## 1.3 National Strategy for the Development of Statistics

A National Strategy for the Development of Statistics (NSDS) is a national framework, process and product for statistics development aimed at

- (i) mainstreaming statistics into national policy and planning processes;
- (ii) producing information that respond to the needs of the various users;
- (iii) mainstreaming sectors and other players into the National Statistics System (NSS)<sup>(2)</sup>;
- (iv) coordinating the entire NSS;
- (v) responding to data challenges;
- (vi) delivering a country-led data revolution;

(vii) building statistical capacity across “the statistical value chain”, which encompasses every step of statistical production and use;

(viii) and produce internally coherent statistics that respond to the evolution of socio-economic activities of countries and reflect current topical events and trends.<sup>(3)</sup>

The process to elaborate and implement an NSDS is consultative and inclusive; it should involve all the major actors from the NSS (producers and users of statistics, decision makers, legislators, technical and financial partners, civil society, private sector, universities, etc.) and technical and financial partners

Countries need to have an overall vision of the development of their national statistical system which will include national, regional, and international needs; address the data requirements of the national development plan, thus becoming a part of the national development process and poverty reduction policy; identify the priority statistical development programmes, thus rationalizing the conduct of statistical activities and allocation of funds; serve as a framework for international and bilateral assistance; include all parts of the data production system and address issues related to the analysis and use of data; follow the international standards including quality; and build on all past and existing activities and experiences.

**Table 1 - Status of NSDS implementation in Africa, March 2018 (\*)**

Status	Number of countries	%
Currently implementing a strategy	29	53.7
Currently designing a strategy or awaiting adoption	14	25.9
Strategy expired or absent but currently planning an NSDS	9	16.7
Strategy expired or absent and not planning one	2	3.7
<b>Total</b>	<b>54</b>	<b>100.0</b>

Source: PARIS21 (March, 2018).

(\*) For a full report on the status of NSDS implementation by all African countries, see Annex 1.

(2) The NSS comprise a group of statistical organizations/units within a country that jointly collect, process and disseminate official statistics on behalf of the national government.

(3) See Herrmann, I. T., G. Henningsen, C. D. Wood, J. I. R. Blake, J. B. Mortensen, and H. Spliid. 2013. The Statistical Value Chain (SVC)—A Benchmarking Checklist for Decision Makers to Evaluate Decision Support seen from a Statistical Point-of-View. *International Journal of Decision Sciences* 4(2). July–December 2013).

## 1.4 Regional Strategy for the Development of Statistics

A Regional Strategy for the Development of Statistics (RSDS) is a masterplan for regional statistical development. It is not a contract but a guide to good practice in regional statistical cooperation. It is linked to national and regional priorities and is consistent with the NSDS of member states. It adopts the NSDS Principles and is formulated with the objective of responding to specific regional policy objectives as well as continental and international agendas.

From the SHaSA 2 assessment, recent RSDSs being implemented by RECs are presented in Table 2.

**Table 2 - Regional Strategies for the Development of Statistics of RECs**

REC	RSDS Name	Coverage Period
EAC	EAC Regional Statistics Policy and EAC Regional Statistics Development Strategy	2011/12–2016/17
ECOWAS	Regional Statistics Programme	2014–2018
ECCAS	Regional Strategy for the Development of Statistics of the Economic Community of Central African States	2015–2024
COMESA	Statistics Strategy of COMESA, August 2013 <sup>(4)</sup>	2014–2017
SADC	Regional Strategy for the Development of Statistics	2013–2018

## 1.5 Rationale for Integrating Statistical Strategies

There are a number of benefits to integrating and aligning statistical strategies at the national, regional and continental levels. These include:

- ▶ Responding to the SHaSA 2 action plan which directs linking the development and implementation of NSDSs and RSDSs to SHaSA 2 (SHaSA 2: 2.1.3, 2.1.4). The integration will thus make it possible for SHaSA 2 to be implemented through regional and national statistical systems to enable the African Statistical System meet its need for harmonized and reliable statistics.
- ▶ Harmonization of concepts, definitions and methodologies to allow for cross-country comparisons, which national governments as well as regional

and continental bodies can use to track progress at an international level. This can help to uncover development interventions that have worked well, rank countries in terms of progress, and improve the quality of data by standardizing methods and sharing best practices.

- ▶ Implementing concomitantly the strategies will help produce data that simultaneously meet national, regional, continental and international needs and conserve resources, as the same dataset can be re-used rather than individual data collection exercises being carried out for each purpose.
- ▶ Avoiding different and conflicting actions at the national, regional and continental levels.
- ▶ Allow for integrated monitoring and evaluation frameworks for strategies operational at the national, regional and continental levels.
- ▶ Focusing on specific areas of need at all levels in order to clearly articulate what the requirements are for improving the data system. For example, this may highlight common capacity requirements or particular data gaps that require methodological work to be filled.
- ▶ Having a clear view of the obstacles in the data system and ways to remove them will make it easier to mobilize resources at all levels to strengthen the data system.

*(4) It must be noted that COMESA has developed its second strategy which is currently in draft stage titled 2017-2020 Draft Statistics Strategy of COMESA, September 2017.*

## CHAPTER 2

# SHaSA 2 and NSDS<sup>(5)</sup>

(5) This chapter is based on NSDS Guidelines version 2.3.

The NSDS Guidelines published by PARIS21 provide comprehensive details of its design and implementation that will not be repeated here. However, a brief overview of its contents will be helpful in understanding how to mainstream SHaSA 2 throughout the process.

The NSDS is concerned with official statistics, which are defined in the PARIS21 guidelines as: “having state recognition”; the OECD defines official statistics as statistics disseminated by the National Statistical System, except those that are explicitly designated as not official. The UN Fundamental Principles of Official Statistics (UNFPOS) and the African Charter on Statistics describe Official Statistics as providing an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. According to the UNFPOS, official statistics, by definition, are produced by government agencies and can inform debate and decision-making both by governments and by the wider community. Furthermore, the African Charter on Statistics defines as “Official Statistics”, the body of statistical information produced, validated, compiled and disseminated by Statistics Authorities and “African Statistics” as all statistical information required to formulate, monitor and evaluate development policies and programmes in Africa at the national, regional and continental levels. Statistics deemed to be official are therefore a component of a wider information system supporting a society’s decision-making processes.

The National Statistical System (NSS), moreover, is the ensemble of statistical organisations and units within a country, that jointly collect, process and disseminate official statistics on behalf of the national government or as defined by the national legislation. One might also include any statistics produced using public money for or on behalf of the national government. Both centralized and non-centralized NSSs are recognized as valid.

The NSDS therefore relates mainly to statistics produced to inform national policy decisions and programme activities. As with any strategy document, a clear distinction must be made between the design phase and the implementation phase. While these guidelines focus on mainstreaming SHaSA 2 predominantly into the design phase of NSDS, this is on the understanding that this mainstreaming will allow for simultaneous implementation of NSDS and SHaSA 2.

## 2.1 Mainstreaming SHaSA 2 in the Essential Steps of NSDS

Below, the 5 essential steps (**Managing; Committing; Budgeting-Financing; Advocating; Monitoring, Reporting and Evaluation**) of the NSDS design and implementation stages are described and how SHaSA 2 may be mainstreamed at each step is provided in *italics*. An important prerequisite to these steps is to establish clear institutional arrangements to drive or oversee the process throughout - this should compose of all stakeholders and strive to be as inclusive as possible.

**A. Managing:** The NSDS process brings with it a number of changes which have to be managed adequately. At the political, organizational, and operational level, effective leadership and championship of the NSDS design and implementation are required. Managing change with respect to work ethics, mindsets, organizational culture, governance structure and procedures for doing things are key attributes for the successful mainstreaming of SHaSA 2 and implementation of the new or updated NSDS.

*Identifying and engaging with champions at each of these levels is an opportunity to educate them on not only the importance of the NSDS to underpin national development plans but also the connections with regional and continental agendas such as SHaSA 2.*

**B. Advocating and Committing:** These second and fourth essential steps are treated together here because, in practice, it is difficult to separate the two. Indeed, the **NSDS is a fantastic opportunity for statistical advocacy**. During its design phase, issues such as ownership, actors involved, dialogue between producers and users, political support, funding and governance of the National Statistical System are debated. Advocacy has always been under-estimated and needs to be considered as a strategic component of the NSDS and as a continuous activity for raising the profile of statistics. A good communication strategy is therefore essential for getting buy-in for the NSDS. The communication strategy should emphasize on the use of good communicators as champions and advocates to help attract the attention and support of the political leaders, policy-makers and other key stakeholders. As key stakeholders, the media also need to be sensitized on the importance of statistics



for development. They must also be informed of recent developments in the statistical domain at the national, regional and continental levels and how the NSDS can help promote the implementation of these new development agendas. In addition, the journalists should be trained to undertake advocacy for statistics.

*As in other stages of the process, advocating with key stakeholders for the NSDS is an opportunity to also advocate for SHaSA 2. Communicating how these activities serve not only national but also continental objectives can be a powerful way to garner buy-in from key players. Furthermore, making decision-makers aware of the various national, regional, continental and international actors with an interest in successful design and implementation of integrated strategies can help to incentivize support.*

*At the national level, the main actors of the National Statistical System, including line ministries, are the primary stakeholders. At the regional level, Regional Economic Communities (RECs) stand to benefit from well-formulated NSDSs and the implementation of SHaSA 2, while other regional organizations such as AFRISTAT, AFRITAC, and Regional Centres for Statistics and Demographic Training may provide support to integrated statistical plans. At the continental level, the African Union Commission (AUC), African Development Bank (AfDB), United Nations Economic Commission for Africa (ECA) and the African Capacity Building Foundation (ACBF)<sup>(6)</sup>, have overseen the formulation of SHaSA 2 and would look favorably on strategies that prioritize its mainstreaming.*

Another key prerequisite for a successful NSDS is **political commitment** which can be demonstrated through official decisions or public remarks. During the advocacy process, the design team must ensure effective communication with political leaders regarding the importance and use of the NSDS.

*Where public statements are to be made, ensure that these contain a commitment to strong data and statistical systems at the national, regional, and continental levels and that statistics are recognized as a public good necessary for evidence-based decision-making. Furthermore, commitment from political leaders should be made to strengthen the role of statistics as set out in SHaSA 2 in line with the Action Plan for the African Transformative Agenda for Official Statistics, through:*

- *Coordination at and between the global, continental, regional and national statistical systems;*
- *Communication and advocacy;*
- *Innovation and modernization through standard-based statistical business architecture;*
- *Integrated statistical systems;*
- *Capacity building and training*

*Moreover, at this stage it is important for political leaders to commit to addressing the particular weaknesses in the African Statistical System which have been identified in SHaSA 2 as:*

- *Institutional weaknesses such as inadequate financing and use of statistics in policy making as well as poor management and institutional capacity within statistical bodies themselves;*
- *Organizational weaknesses such as poor quality and management of data, weakness in data analysis and poor dissemination and access to produced information.*
- *Difficulty in providing information on emerging issues such as governance, environment, climate change, gender and food and financial crises.*
- *Demonstrating political will and leadership as described in the last chapter of SHaSA 2 is crucial at this stage.*

**C. Budgeting-Financing:** Financing for statistics is of the utmost concern for most statistical offices. To make a sound argument to mobilize resources, it is imperative that the nature of the expenses involved in statistical production are properly understood and that rigorous costing is carried out. Along with inadequate human resources, difficulties encountered in the financing and budgeting of statistical activities are among the main causes hindering NSDS implementation. Particular emphasis must be placed on the following points: the necessity for a realistic financing strategy; a proper connection between NSDS and National Development Plans; the capitalization of fixed assets; sound control of financing strategies, programming frameworks and donor disbursement procedures; the importance of constantly arguing in favour of the mobilisation of funds; and monitoring, evaluation and reporting of the financial performance of the action plan, regarded as an integral part of the global system of monitoring, assessment and reporting of NSDS.

*Identifying at this stage what activities can also produce continental level statistics and meet the objectives of SHaSA 2 will help to demonstrate that these activities are good value for money and provide an additional rationale to fund them. While the majority of financing is likely to come from national resources, and a portion perhaps from development partner support, where alignment with regional and continental strategies such as SHaSA 2 can be demonstrated, it may be possible to access financing at those levels in addition.*

(6) More information on each of these national, regional, and continental stakeholders can be found in the SHaSA 2 document.

*The African Charter on Statistics (ACS) can also be used to ensure that activities are in line with continental needs and provides an advocacy tool for resourcing statistical production. The relevant chapters of ACS are outlined below:*

► *The mandate of the ACS: Statistics authorities shall be endowed with a clear legal mandate empowering them to collect data for the production of African statistics. At the request of statistics authorities, public administrations, business establishments, households and the general public may be compelled by domestic law to allow access to the data in their possession or provide data for the purpose of compilation of African statistics;*

► *Resource Adequacy: As far as possible, the resources available to Statistics authorities shall be adequate and stable to enable them to meet statistics needs at national, regional and continental levels. Governments of State Parties shall have the primary responsibility to provide such resources;*

► *Cost-effectiveness: Statistics authorities shall use the resources so provided effectively and efficiently. This presupposes, in particular, that operations shall as far as possible, be programmed in an optimal manner. Every effort shall be made to achieve improved production and use of the statistics derived from administrative records, to reduce the costs incurred by respondents and, as far as possible, avoid expensive direct statistical surveys.*

**D. Monitoring, evaluating, reporting:** Regardless of the care taken in its design, the strategy will only be a success if its implementation is rigorously planned. Monitoring and evaluation of the implementation plan constitute an essential, continuous process. It is important to be able to know, at any point, whether or not one is deviating from the desired path, and if so take appropriate adjustment measures. By the same token, implementation planning relies on a regular and diversified reporting mechanism. This step requires the construction of a logical framework containing a results chain, which takes account of means-activities-outputs-results (outcomes)-goals, and their interrelations. One can define “monitoring” as a continuous process of collecting and analyzing information to judge the quality of the implementation of an NSDS. The evaluation will judge the relevance, performance, and success of the NSDS. It reveals to what extent the NSDS achieved its goals. Monitoring and evaluation constitute two inextricably linked processes.

*If SHaSA 2 has been properly mainstreamed throughout the design of NSDS, monitoring, evaluation, and reporting of NSDS should also take account of progress towards SHaSA 2 goals. For example, under strategic theme 1 of SHaSA 2: Produce Quality Statistics for Africa, there is a target for 35 countries to participate in the 2020 round of agricultural censuses. By prioritizing this activity, an NSDS could ensure that it is also contributing to the SHaSA 2. Similarly, there is a goal to improve the collection of socio-economic information through administrative sources. Placing emphasis on strengthening of administrative sources would be both beneficial to the country's NSDS and SHaSA 2. Readers are encouraged to familiarize themselves with the Results-Based Logical Framework for SHaSA 2, which can be found in Annex 2 of the strategy document.*

## 2.2. Mainstreaming SHaSA 2 in the Design Phase of NSDS

While the 5 essential steps above support the entire process of designing and successfully implementing a sound NSDS, the steps listed below are those that the design team are required to follow during the design phase. As shown above, a description of each step from the PARIS21 guidelines is provided followed by an explanation of how to mainstream SHaSA 2 at each point. The table opposite sets out each of the steps according to the three phases: preliminary, design and implementation.

**Table 3 - Phases and steps in the NSDS development process**

Phases	Steps
<b>1 Preliminary</b>	<b>1</b> - Acknowledging
	<b>2</b> - Understanding
	<b>3</b> - Preparing (including review of regional, continental and international strategies)
<b>2 Design</b>	<b>4</b> - Assessing
	<b>5</b> - Envisioning
	<b>6</b> - Identifying strategic goals
<b>3 Implementation</b>	<b>7</b> - Elaborating action plans
	<b>8</b> - Implementing, monitoring, evaluation and reporting

### 2.2.1 PRELIMINARY PHASE

**1. Acknowledging, recognizing** (*by government, by the highest authority in statistics*): In this step, the highest political and statistical authorities (including the Director General, and the Statistics Board or Council where they exist) are required to acknowledge and recognize the importance of official statistics to underpin development, improve transparency and accountability in policy-making and assist international development partners in their development planning and results tracking. There should also be acknowledgement that to produce quality official statistics, the statistical system requires resources and a strategic plan for improvement and to manage its activities. The preparation and subsequent implementation of an NSDS provides the opportunity for stakeholders to assess the current status of statistics, review data needs, agree on a long-term perspective and develop a medium-term plan that will address key constraints. If managed effectively, the NSDS process can provide a means to raise the profile of statistics, build a constituency for the future, and ensure that all stakeholders are agreed on the main priorities going forward.

*Given that SHaSA 2 spans a 10-year period, this long-term perspective is important to highlight to policy-makers and for designers to consider how to sequence their commitments to SHaSA 2 outcomes over perhaps a number of NSDSs. As stakeholders are assessing the status of statistics and reviewing data needs, it can be helpful*

*also to layer on the continental perspective that SHaSA 2 provides to allow comparisons with other countries on the continent, and to align with continental priorities.*

*Moreover, SHaSA 2 calls for a sea change in political will and leadership. To signal political will, SHaSA 2 suggests that:*

- ▶ *all countries that have not yet ratified the African Charter on Statistics to do so as soon as possible; and*
- ▶ *Member States to adapt their national statistical laws to the requirements of the Charter.*

*Political leaders should also allocate resources to the statistical systems, and utilize and advocate for statistics. Heads of National Statistical Offices also have an important role to play in providing solid leadership for their statistical systems. The implementation of SHaSA 2 calls for profound behaviour change across the African Statistical System, most notably among statisticians themselves, particularly at the national level. Approaching their work as unbiased scientists with a commitment to a clear explanation of working methods and utilizing methodologies in a transparent way, statisticians must begin to see their role as integral to the functioning of country economies and societies. In addition, they must ensure that statistical products are delivered to users in a timely manner and according to pre-agreed and communicated timetables in order to increase the relevance and credibility of these products.*

**Table 4 - Strategy for step 1 – Acknowledging/recognizing the need for statistics**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Stakeholder awareness of the NSDS</b>			
Sensitising government leadership	NSS concept document (why, what, how – focus on coordination of the system)	Advocate for statistical coordination	<ul style="list-style-type: none"> <li>• Explain to stakeholders what the NSS is</li> <li>• Develop a concept or framework document for stakeholders</li> <li>• Use different media (hardcopy, brochures, slides, etc.) to reach different stakeholders</li> </ul>
	Statistical Coordination Policy Framework (ID policy areas to regulate statistical production and coordination)	Advocate for adoption of the Statistical Coordination Policy Framework by the government	<ul style="list-style-type: none"> <li>• Identify statistical domains for which political support is needed</li> <li>• Develop a policy document for approval by political principals to support statistical work in the statistical domains</li> </ul>
	NSDS Reference document (discussion on current statistical environment – raises issues to address in the NSDS)	Advocate for support for the NSDS by the government	<ul style="list-style-type: none"> <li>• Explain the need for a national strategy for statistical development to political principals</li> <li>• Develop an NSDS framework document for consumption by stakeholders</li> </ul>
Engage policy makers and legislators in statistical discourse	Dialogue between the African Statistical System, decision-makers and legislators so that their speeches are based on statistics (SHaSA 2: 4.1.1)	<ul style="list-style-type: none"> <li>• Cabinet memo</li> <li>• Presentation to Parliament</li> <li>• Meetings with civil society and private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Put in place a programme to popularise the need for statistics with policy makers and legislators</li> <li>• Put in place a programme to create awareness that statistical data are not to be used for judicial proceedings or punitive measures (ACS: 5.3.2)</li> <li>• Undertake limited statistical gap analyses in selected domains to impress upon stakeholders how they could add value to their occupations with statistics</li> </ul>

**2. Understanding** (*the NSDS process and the context for developing it*): It is a strong pre-requisite that stakeholders are informed of the design and implementation of the NSDS and that this will be in line with 10 principles:

1. backed by political support, nationally-led and owned
2. designed through a sound methodological approach
3. policy and results-based with a quality fit for purpose
4. taking into account what is in place and international commitments
5. drawing on international statistical standards
6. covering the whole National Statistical System (NSS) and all statistical domains and adapting to the evolution of socio-economic activities of countries, and having strong leadership and support from the Director General of the NSO;

**7. setting out an integrated Statistical Capacity Building programme**

**8. funded as a priority by governments** (*African Charter on Statistics*)

**9. serving as a coherence framework for external assistance**

**10. incorporating Monitoring, Evaluation and Reporting**

*Of the above 10 principles, numbers 4,5,7,8 and 10 are particularly relevant for SHaSA 2. SHaSA 2 itself constitutes an international commitment, while it also serves to summarize the statistical activity required to satisfy other international commitments such as Agenda 2063, AfDB's High Five Transformational Agenda, and the global Agenda 2030. SHaSA 2 is also in line with international statistical standards and can provide a roadmap to meeting these. For example, SHaSA 2's logical framework sets out the frequency with which censuses and major household surveys should be carried out, which countries can use to plan their statistical calendars.*



*With regard to statistical capacity building, SHaSA 2 identifies areas of priority under strategic objective 3.3, the development of a harmonized training programme; the establishment and strengthening of in-service training centers within National Statistical Offices (NSOs); the strengthening of statistics and demographic training schools and centers; and the operationalization of the Pan-African Training Centre for Statistics.*

*The funding required for NSDS, i.e. the budget required to produce official statistics over a period of usually 5 years, is large. It is vital that all stakeholders understand the return on investment for that funding and possible sources of funds. As mentioned above, it may be possible where alignment with SHaSA 2 is made, to access continental funding alongside mobilizing national resources and development partner funding. Where funding at the national level is difficult, this continental funding may be helpful in catalyzing local actors and to allow the NSO to carry out some activities to prove to local actors that investing in statistics is a sound investment. SHaSA 2 also gives cost estimates for particular activities, estimating that the overall size of the need for national level activities is USD 10.34 billion over 10 years, and that the financing gap is USD 6 billion. It is suggested that 0.15% of national budgets be allocated to statistical activities. This is something that NSDSs could consider advocating for as part of its resource mobilization strategy.*

*Monitoring, evaluation and reporting in SHaSA 2 is dealt with above as one of the 5 essential steps.*

**3. Preparing** (launching the process): This step has a number of stages as outlined below:

- **Official Commitment:** An **official commitment at the highest political level** is sought, a constituency and a design team have to be put in place, a roadmap has to be designed setting out what needs to be done, by whom, when and how it will be financed and the document of the roadmap has to be officially endorsed and shared with stakeholders.
- **Identifying and Engaging Stakeholders:** At this stage it will be important to **identify stakeholders** of the national statistical system and put in place processes to get them involved (e.g. statistics producers-users' workshops).
- **Organizational Arrangements:** The organizational structure overseeing the NSDS can vary from country to country.

- **Design Team:** The team, **headed ideally by an NSDS coordinator, is a small operational coordinating group that provides technical backup to consultants and sectoral agencies and monitors progress.** It will be the main implementing body conducting the studies, writing the reports, developing proposals, and driving the overall process. To enable the NSDS process to run smoothly and to ensure efficient use of human resources, **the NSDS coordinator, who is usually management personnel of the NSO, can be trained to also serve as the SHaSA coordinator.** This will ensure that the main components of SHaSA 2 and the ACS are very well integrated into the NSDS given that both responsibilities are entirely those of the same individual. Where countries have chosen to have a different officer to oversee SHaSA 2 activities, the identified SHaSA coordinator should work very closely with the NSDS coordinator to guarantee the achievement of the overall objectives of SHaSA 2 and the ACS.

- **Designing the Roadmap:** **The roadmap outlines** the organization of the work, identifies specific activities to be undertaken, and sets a schedule and the necessary resources to produce the strategy.

*These steps are mainly procedural at the national level and will not require much attention to be paid to SHaSA 2. However, in designing the roadmap one of the specific activities to be undertaken should be a review of SHaSA 2 and other regional and continental strategy documents to ensure that they are integrated. There are various strategy documents that could be addressed, the primary ones being the African Charter on Statistics, the AU Agenda 2063, the AfDB High Five Priority strategy, and the SDGs; other strategies relate to statistical production in specific sectors. To have integrated strategies, it is necessary to ensure that the objectives, goals and targets of the strategies are complementary, and that the statistical needs for monitoring and evaluation can be met.*

**Table 5 - Strategy for Steps 2 & 3 - Understanding (the NSDS process) & preparing (launching it)**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Stakeholder ownership of the NSDS</b>			
Getting buy-in from stakeholders	Stakeholder database	Stakeholder analysis	<ol style="list-style-type: none"> <li>1. Develop a programme to identify stakeholders</li> <li>2. Document stakeholders by domain of statistical production</li> </ol>
	Advocacy for the importance and use of statistics (SHaSA 2: 4.1.2; ACS: 2.10 – awareness building)	Develop advocacy programme Develop advocacy toolkit	<ol style="list-style-type: none"> <li>1. Sensitise stakeholders about the NSS and NSDS</li> <li>2. Raise the profile of statistics (ACS: 2.10.1)</li> <li>3. Use statistics as evidence for decision-making (ACS: 2.10.2)</li> <li>4. Managing for results and transformation (ACS: 6.1.9)</li> <li>5. Promote a culture of using statistics for evidence (ACS: 2.10.5)</li> <li>6. Promote statistical literacy in the general population (ACS: 2.10.4)</li> </ol>
<b>Stakeholder commitment to the NSDS process</b>			
Commit stakeholders to the NSDS process	NSDS Design Team	Constitute a NSDS Design Team Appoint a SHaSA 2 Coordinator	<ol style="list-style-type: none"> <li>1. Identify high profile credible individuals as potential team members</li> <li>2. Select a core team of 3-4 individuals to actually work on the NSDS design</li> <li>3. Select a broader team to support the core team with diverse responsibilities</li> <li>4. Select an NSDS Coordinator</li> <li>5. Identify a SHaSA 2 Coordinator to work with the design team (SHaSA 2: 2.1.5)</li> </ol>
	Leadership and management	Identify: <ul style="list-style-type: none"> <li>• Leadership at political and institutional levels; and</li> <li>• management at operational levels</li> </ul>	<ol style="list-style-type: none"> <li>1. Define a process for constituting a guiding coalition for the NSDS (different from the Design Team)               <ul style="list-style-type: none"> <li>• Set up a secretariat for NSDS</li> <li>• Select a political champion</li> <li>• Find an institutional head (non-political) for the NSDS</li> </ul> </li> <li>2. Identify effective managers for NSDS operations</li> </ol>
	Stakeholder constituency	Identify key stakeholders to advance the NSDS cause	<ol style="list-style-type: none"> <li>1. Define criteria for membership of the team</li> <li>2. Select a minimum number of influential stakeholders to continuously advocate for the NSDS and the work of the Design Team</li> </ol>
	NSDS design roadmap	Design document and agree on roadmap	<ol style="list-style-type: none"> <li>1. Develop a consultative programme for the design of the NSDS</li> <li>2. Draft a working document of the design roadmap</li> <li>3. Dialogue the draft document with stakeholders on a domain basis</li> </ol>
	National communication plan (SHaSA 2: 4.2.2)	Put together a communication programme	<ol style="list-style-type: none"> <li>1. Compile a communication strategy (Channels to be used to publicise the strategy)</li> <li>2. Compile a communication plan by phase and step, e.g. phase 1 step 3 – (How the NSDS communication strategy will be implemented)</li> </ol>

## 2.2.2 DESIGN PHASE

**4. Assessing** (*the existing NSS*): As a crucial step in developing a strategy, it is desirable to carry out an in-depth assessment of the current status of the statistical system. The assessment is aimed at answering the question “Where are we?” through a full description of the National Statistical System (NSS). Specifically, it should lead to an understanding of three main dimensions:

- Quality of statistical outputs
- User satisfaction and needs

- Statistical capacity of the NSS (governance, statistical legislation, coordination, priority setting, organizational aspects, adherence to professional ethics, mechanisms for consultations between producers and users of statistics, infrastructure, information technology, human resources, financial resources).

*SHaSA 2 provides an assessment of strengths, weaknesses, opportunities and threats to the African Statistical System. While each country's NSS will be at a different point in its evolution and experience different strengths, weaknesses, opportunities and threats, these common issues can be helpful as a basis for design teams to begin thinking about which of these apply to their systems.*

**Table 6 - Strengths and Weaknesses of the African Statistical System**

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Existence of statistical regulations in the country in order to control statistical activities</li> <li>2. Infrastructure to carry out activities, collect data on a large scale, including censuses and studies on opinion pool</li> <li>3. Existence of skills in the collection and management of data in Ministries, Departments and Agencies (MDA)</li> <li>4. Existence of training institutions both for professional and semi-professional personnel</li> <li>5. Strengthened continental and regional organizations capable of providing technical and financial support to countries</li> <li>6. Existence of different initiatives aimed at strengthening statistical capacity in Africa</li> <li>7. Existence of fora for the sharing and exchange of knowledge, experiences and practices, including regular meetings with officials of NSOs at regional and continental levels, statistics news bulletins and African statistical directories, etc.</li> <li>8. Strengthening the availability of the main stakeholders at all levels in the NSS to collaborate for the success of the synergy and cost effectiveness in the production of statistics</li> <li>9. Emergence of new actors, producers of data (private sector, civil society, etc.): the need to forge a partnership with these actors</li> <li>10. Coming into force of the African Charter on Statistics</li> </ol>	<ol style="list-style-type: none"> <li>1. Vulnerable and fragile National Statistical Systems in most African countries</li> <li>2. The NSDS do not cover all sectors of the NSS</li> <li>3. Absence of updated statistics laws that are aligned to the Charter</li> <li>4. Weak statistical capacity in MDAs, some RECS, and some pan-African statistics organizations</li> <li>5. Absence of effective civil registration and vital statistics systems</li> <li>6. Poor quality of data and poor use of statistical data by decision-makers</li> <li>7. Insufficient availability of statistical information on certain essential development indicators such as environment/climate change, gender, governance, fight against HIV/AIDS</li> <li>8. Absence of incentives and /or capacity to use data</li> <li>9. No disaggregated data at the level of local governments</li> <li>10. Insufficient administrative autonomy and insufficient professional independence in the African Statistical System</li> <li>11. Lack of planned and sustainable financing for the harmonization of statistics in Africa</li> <li>12. Absence of public statistics in the training programmes of some universities and statistics training centers</li> <li>13. Political interference in statistical work, particularly at the national level</li> </ol>

**Table 7 - Opportunities and Threats of the African Statistical System**

Opportunities to exploit	Threats to avoid
<ol style="list-style-type: none"> <li><b>1.</b> Results-based programme leads to an increase in the demand for statistics and concomitantly to an international consensus that statistics are vital for monitoring and evaluating development outcomes and for policy-making at all levels</li> <li><b>2.</b> Agenda 2063, the 2013-2022 Strategy of the AfDB, United Nations Agenda 2030 and national and regional development plans</li> <li><b>3.</b> Increasing demand for quality statistics for the monitoring/evaluation of development agendas and plans</li> <li><b>4.</b> Recognition by the governments of Member States of the weakness of their statistical systems and of the need to strengthen them</li> <li><b>5.</b> Availability of big data</li> <li><b>6.</b> Commitment by regional, continental and international organizations and bodies to strengthen statistical capacity in Africa, both financially and with technical assistance</li> <li><b>7.</b> Existence of international frameworks, norms, directives and practices crowned with success in the domain of the harmonization of statistics</li> <li><b>8.</b> Strengthening of regional, continental and international partnerships for the development of statistics</li> <li><b>9.</b> Technological breakthroughs which have made computers cheaper, more powerful and more accessible</li> <li><b>10.</b> Increasing use of computer science, the internet and social networks for the dissemination and the promotion of data</li> </ol>	<ol style="list-style-type: none"> <li><b>1.</b> Multiplicity of initiatives and lack of coordination among international partners</li> <li><b>2.</b> Reduction in the demand for data and statistical information</li> <li><b>3.</b> Priorities and investments in statistics reduced</li> <li><b>4.</b> Difficulties in attracting and retaining statistical staff</li> <li><b>5.</b> Absence of commitment in favor of coordination between stakeholders of NSS</li> <li><b>6.</b> The fact that a new law favorable to statistics has not been promulgated and applied</li> <li><b>7.</b> Multiplicity of actors, especially non-official, that have divergent interests</li> </ol>



**Table 8 - Strategy for step 4 - Assessment of the status of the NSS**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Established status of the NSS</b>			
Identifying demand for statistics (ACS: Quality- 2.1 Relevance; SHaSA 2: 2.2.1)	Information on user satisfaction (ACS: 2.1.3) and peer reviews (SHaSA 2: 3.15)	Establish quality and data gaps from user satisfaction surveys and peer reviews	<ol style="list-style-type: none"> <li>1. Review findings from recent peer reviews or user satisfaction surveys by domain of production and availability of data.</li> <li>2. Put a programme and process in place for conducting peer reviews and assessing user satisfaction (e.g. desktop research, questionnaire, periodic meetings with different user groups, etc.) (ACS: 4.1.4)<sup>(7)</sup></li> </ol>
	Information on user needs defined <ul style="list-style-type: none"> <li>• Current/ Future (ACS: 2.8.1; 3.3.8)</li> <li>• Rationality (ACS: 5.4.2)</li> <li>• Gap identification (ACS: 2.1.1 &amp; 2.1.2)</li> </ul>	Undertake <ul style="list-style-type: none"> <li>• Establishment/ review of database of external and internal users</li> <li>• a survey of user needs</li> <li>• an inventory of existing data (ACS: 2.9.1) (ACS: 5.4.3)</li> </ul>	<ol style="list-style-type: none"> <li>1. Put in place a process to document the current and likely future demand for statistics (ACS: 4.2.2; SHaSA 2.2.1.1)</li> <li>2. Undertake <ul style="list-style-type: none"> <li>• Database of external and internal users</li> <li>• Group users according to needs (ACS: 4.2.1)</li> <li>• a survey of user needs (ACS: 4.2.3)</li> <li>• an inventory of existing data (ACS: 2.9.1; 5.4.3; 4.1.3;)</li> <li>• an inventory matching available data according to market segment (ACS: 4.1.5)</li> </ul> </li> </ol>
Assessing the quality of key statistical products <sup>(8)</sup>	Quality gap defined (ACS 2.4.1 & 2.4.2)	Assess key statistical products for quality against an agreed quality assurance framework	<ol style="list-style-type: none"> <li>1. Put in place a process for assessing the quality of statistical products in MDAs</li> <li>2. Assess the quality a key statistical product of a data producing agency</li> <li>3. Indicate the status of the quality of statistics</li> </ol>
Diagnosing the statistical process (methodology) (ACS: 1.3.1 & 1.4.1)	Diagnostic reports of statistical processes	Assess <ul style="list-style-type: none"> <li>• statistical processes for quality constraints</li> <li>• past data collection activities</li> </ul>	<ol style="list-style-type: none"> <li>1. Put in place a process for diagnosing statistical processes (methodology), including methodologies used in the past</li> <li>2. Do a diagnosis of the statistical process in respect of survey and administrative data collections of a data producing agency</li> <li>3. Indicate the status of the statistical process</li> </ol>
Diagnosing statistical capacity	Diagnostic reports of statistical capacity	Assess statistical capacity gaps (infrastructure, skills, resources, etc.) against data needs and gaps	<ol style="list-style-type: none"> <li>1. Establish a process for diagnosing statistical capacity in the NSS</li> <li>2. Do a diagnosis of statistical capacity in respect of a statistical series in a data producing agency</li> <li>3. State the status of the statistical skills</li> </ol>
<b>Strategic outcome: Established NSS regulatory framework</b>			
Identifying gaps in statistical legislation (reviewing legislation)	A report on gaps in the legislation	Review all legislation on statistical production in all MDAs	<ol style="list-style-type: none"> <li>1. Evaluate implementation status of the ACS (ratification and integration into national and legal instruments (SHaSA 2: 3.1.1)</li> <li>2. Compile an inventory of legislation on statistical production in all MDAs</li> <li>3. Map statistical legislation against the principles of the ACS</li> <li>4. State the gaps in the statistical legislation</li> </ol>

(7) For countries that may be developing their first NSDS and have not as yet gone through any peer review process or implemented any user satisfaction survey or whose peer reviews/user satisfaction surveys may be completely out of date (five years or older), fresh peer reviews or user satisfaction surveys may be planned and executed during the implementation stage to determine the quality of statistical products being churned out. The results will serve as input for the next NSDS.

(8) Emphasis of the assessment would be more on developmental aspects than on designation for official status

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Established NSS management framework</b>			
Identifying gaps in the institutional and management framework	A gap analysis of management in the NSS	Identify management challenges <ul style="list-style-type: none"> <li>• At NSS level</li> <li>• At sector level</li> <li>• At agency level</li> </ul>	<ol style="list-style-type: none"> <li>1. Define a process to assess management of the NSS</li> <li>2. Identify gaps in the management system of the NSS at <ul style="list-style-type: none"> <li>• system level;</li> <li>• sector level; and</li> <li>• agency level</li> </ul> </li> </ol>
	Empowerment of NSO with management autonomy and professional independence (SHaSA 2: 3.1.6)	Identify institutional areas in the NSS in need of strengthening political support	<ol style="list-style-type: none"> <li>1. Specify areas of statistical coordination that require political support (e.g. managing for results, advocacy, budget, etc.)</li> </ol>
	Establishment of functioning governance structures to promote statistical production (SHaSA 2: 3.1.7)	Review the status of the statistics authority, other producers of statistics in the NSS and the statistics board/council	<ol style="list-style-type: none"> <li>1. Define the statistics organisational model for the NSS, the statistics authority and the statistics board/council</li> <li>2. Identify gaps in the current organisational model</li> <li>3. Identify gaps in the implementation of current legislation</li> <li>4. Consider creating a Committee on Statistical Development within the National Assembly</li> </ol>
	A human capacity needs assessment	Carry out a human capacity assessment for: <ul style="list-style-type: none"> <li>• coordinating the NSS</li> <li>• individual MDAs</li> </ul>	<ol style="list-style-type: none"> <li>1. Put in place a process to assess human capacity both in the NSS and in individual agencies responsible for the production of official statistics</li> <li>2. Assess capacity to coordinate the NSS; and</li> <li>3. Assess statistical capacity in MDAs</li> </ol>
	Situational analysis	Undertake a SWOT analysis of the NSS	<ol style="list-style-type: none"> <li>1. Set up a process to assess organisational (environmental) factors that influence production of statistics; e.g. political, legislative and institutional environments</li> </ol>
	Establishment of a sustainable financing mechanism for statistical activities (SHaSA 2: 3.1.4)	Develop a funding strategy	<ol style="list-style-type: none"> <li>1. Propose initiatives for sustainable financing of statistics (e.g. allocation of 0.15% of national budgets to statistics; statistics tax, etc.)</li> <li>2. Use these as inputs for developing a strategy that can serve as an advocacy tool for statistical financing</li> <li>3. Get statistics producing agencies to pool resources with other actors within the NSS</li> </ol>

**5. Envisioning** (*the future*): The Envisioning step is key to strategic planning. In the Assessment step of the NSDS design process, the main questions are: “Where are we now?” and “Where are we heading?” - Agreeing on a mission and a vision will help answer respectively: “Where do we want to go?” - Why?” and “What can we do?” - How?”

A clear mission and vision, expressed in the form of concise and positive statements, will lead to an inspiring common vision of the future and will set the basis for the development of the strategy. The vision generally defines the aspirations for the NSS and describes the type of statistical system the country desires. The mission statement, on the other hand, defines what the NSS exists to achieve (i.e., its purpose). The NSDS visions shown in Box 1 and mission statements presented in Box 2 for Ghana, Namibia and Rwanda clearly demonstrate where the countries are heading in terms of their statistical development.

Mission and vision statements are usually accompanied by a **set of core values** that characterize the statistical system and **guide the execution of work and conduct of staff**. These values should reflect the UN Fundamental Principles of Official Statistics and the African Charter on Statistics. For example, **in its first generation of NSDS (2008-2012), Malawi** cited its core values as *confidentiality; integrity and independence; transparency and accountability; professionalism; effective team working; and customer satisfaction*. Alternatively, **Zimbabwe's NSDS II (2016-2020)** had *user focus; integrity and credibility; and quality consciousness as its core values*.

#### BOX 1: EXAMPLES OF NSDS VISION

**Ghana:** *An efficiently coordinated system offering quality statistical products and services.*

**Botswana:** *To be a world-class provider of quality official statistics and related services*

**Rwanda:** *To be an efficient information support to the realization of Rwanda's Vision 2020 and emerge as one of the leading National Statistical Systems in the region and beyond”.*

*There will be many other factors that countries must take into account when drafting their vision for the national statistical system. One of these should be an alignment with the vision of SHaSA 2. The vision of the African Statistical System has been defined as: «An efficient statistical system that generates reliable, harmonized and timely statistical information covering all dimensions of political, economic, social, environmental and cultural development and integration of Africa.»*

#### BOX 2: EXAMPLES OF NSDS MISSION STATEMENTS

**Ghana:** *To produce accurate, relevant, reliable and timely statistics to meet user-needs.*

**Botswana:** *To support policy, planning and decision-making at all levels by providing comprehensive integrated and quality statistics on a sustainable basis.*

**Rwanda:** *To provide relevant, reliable, coherent and timely, accessible statistical information and services to various sectors of the society in a coordinated and sustainable manner”.*

**Table 9 - Strategy for step 5 - Envisioning the NSS**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Strategic direction for statistical development in the country</b>			
Envisioning the desired state of the NSS	Vision statement	Dialogue a vision statement with stakeholders	<b>1.</b> Develop a vision statement aligned with the national development strategy. The vision statement to include the main goal of the NSDS, for example <ul style="list-style-type: none"> <li>• meeting user needs;</li> <li>• producing quality statistics;</li> <li>• developing statistical capacity;</li> <li>• coordinating statistical production</li> </ul>
Summarising the core business of the NSS	Mission statement	Dialogue a mission statement with stakeholders	<b>1.</b> Develop a mission statement by summarising the business of the NSS in terms of its contribution to the mission in the national development strategy. <b>2.</b> Can also derive the mission from the legislation that defines the mandate of the NSS or statistics authority
Defining values for the NSS and individual MDAs	Statement of values	Dialogue a set of values with stakeholders	<b>1.</b> Analyse existing organisational culture to identify what to change, keep and promote at system level. <b>2.</b> Ensure values are performance-based to promote a culture of management for results and reflect the principles of the ACS and the Fundamental Principles of Official Statistics <b>3.</b> Develop a set of values to express the philosophical, moral or ethical underpinnings of the wider society
	Code of Ethics/ good practice (ACS: 1.1.3) / Code of professional Ethics for the African Statistician and a system for the protection of the profession of the African statistician (SHaSA 2: 3.1.3)	Dialogue on a Code of Ethics for the NSS	

**6. Identifying strategic goals:** Knowing clearly where we stand (Assessment) and where we are heading (Vision), will help to identify the strategic goals and the methods or strategies to reach them. The strategic goals will be all the more relevant, depending on the quality of the assessment exercise and the level of vision sharing. The best strategic goals will be those which will allow implementers to exploit the existing strengths, use the opportunities, solve the identified weaknesses and ward off the risks (SWOT), thus improving the efficiency of the national statistical system in a context of rationalization of resources. The ultimate result will be the production and delivery of agreed-on statistical data by the National Statistical System (NSS). The main **capacity** areas of the NSS to which the strategic goals and strategies are related are the **Political and Technical governance (or**

**management), Human Resources, Physical and Statistical Infrastructure, Funding, Statistical Policies, Processes, Partnerships.** In Ghana's 2017-2021 NSDS, for example, six (6) strategic goals were defined to cover these areas as follows:

- Improve the policy, regulatory and institutional framework;
- Improve human resource development and management;
- Modernize physical infrastructure
- Update statistical infrastructure;
- Enhance data production, quality, dissemination and use;



► Develop sustainable funding arrangements and establish collaborations with national and international institutions.

In the case of Libya, seven (7) strategic goals were outlined in the 2018-2023 NSDS in line with the main capacity areas:

- Improving policies and regulatory and institutional frameworks;
- Improve human resources development and management frameworks;
- Upgrade physical and statistical infrastructures
- Develop and improve statistical operations;
- Develop and implement statistical policies;
- Develop sustainable funding mechanisms;
- Develop cooperation arrangements with national and international institutions.

The effectiveness of the strategic plan for the NSS will also depend on its alignment with national development plans and how regional and continental visions are in turn reflected in these national development planning frameworks. With the adoption of Agenda 2063 and

Agenda 2030, for example, many African countries have adopted a process where their development plans are matched with these new agendas on the basis of a mapping exercise to identify synergies and gaps and to set the stage for a comprehensive integration of relevant goals and targets. **In the case of Ethiopia and Rwanda, the integrated planning and reporting tool of the United Nations Economic Commission for Africa (ECA) was used to harmonize the incorporation of Agenda 2030 and Agenda 2063 into their national development frameworks,** namely the Second Growth and Transformation Plan (2015-2019) of Ethiopia and Rwanda's Second Economic Development and Poverty Reduction Strategy. Such well-integrated development plans will help inform the NSDS process and make it more effective.

**Following from the vision of SHaSA 2, its strategic objectives are grouped according to four themes:** (i) Produce quality statistics for Africa; (ii) Coordinate the production of quality statistics for Africa; (iii) Develop sustainable institutional capacity in the African Statistical System; and (iv) Promote a culture of quality policy and decision-making. As far as is possible, NSDS drafting teams should attempt to align their strategic objectives with those of SHaSA 2.

**Table 10 - Strategic Themes and Objectives of SHaSA 2**

Code	Strategic Theme	Objectives
<b>1</b>	<b>Strategic Theme 1</b>	<b>To produce quality statistics for Africa</b>
1.1	Strategic Objective 1.1	To expand the statistical information base.
1.2	Strategic Objective 1.2	To transform existing statistics for comparability
1.3	Strategic Objective 1.3	To harmonize the standards and methods of statistical production
<b>2</b>	<b>Strategic Theme 2</b>	<b>To coordinate the production of quality statistics for Africa</b>
2.1	Strategic Objective 2.1	To establish effective coordination and collaboration mechanisms
2.2	Strategic Objective 2.2	To define statistical priorities to implement the integration and development agendas
<b>3</b>	<b>Strategic Theme 3</b>	<b>To develop sustainable institutional capacity in the African Statistical System</b>
3.1	Strategic Objective 3.1	To reform and enhance National Statistical Systems
3.2	Strategic Objective 3.2	To reform and enhance regional and continental statistical systems
3.3	Strategic Objective 3.3	To develop sustainable statistical capacities
3.4	Strategic Objective 3.4	To establish an effective technological environment
<b>4</b>	<b>Strategic Theme 4</b>	<b>To promote a culture of quality policy and decision-making</b>
4.1	Strategic Objective 4.1	To drive evidence-based decisions through the increase use of statistics
4.2	Strategic Objective 4.2	To improve the communication of statistical information

**Table 11 - Strategy for step 6 - Identifying strategic goals**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Agreement on desired results from the NSS</b>			
Identifying for the NSS sectoral or high level domains of statistical production	Sectoral or high level domains of statistical production defined for the NSS	For the NSS, identify sectors of statistical production (country specific - aligned to national priorities)	<ol style="list-style-type: none"> <li>1. Identify strategic outcomes in national plan and other stakeholder needs</li> <li>2. Identify linkages to align statistical production to requirements for information in national plan and other stakeholder needs</li> <li>3. Define sectors/ domains for statistical production, e.g. <ul style="list-style-type: none"> <li>• Health; Environment</li> <li>• Education; Gender</li> <li>• Agriculture; Economic growth</li> </ul> </li> <li>4. Define statistical programme and outputs to respond to information needs of the country</li> </ol>
		Align sectors of statistical production to African Integration Agenda (SHaSA 2 - see all objectives under Strategic Theme 1)	<ol style="list-style-type: none"> <li>1. Map sectors/domains for statistical production against Integration Agenda (statistical dimension), e.g. <ul style="list-style-type: none"> <li>• Political, governance and regional integration</li> <li>• Economic integration</li> <li>• Social and cultural integration</li> </ul> </li> <li>2. Identify gaps</li> <li>3. Map statistical programmes and outputs against the Strategic matrix (SHaSA 2: Strategic objectives 1.1, 1.2 and 1.3 - pp 73-79)</li> <li>4. Align sectors to statistical programme</li> </ol>
Defining what is to be measured	Compendia of indicators	Identify indicators for each sector of statistical production	<ol style="list-style-type: none"> <li>1. Define national set of indicators for each sector</li> <li>2. Include indicators of the African Statistical System (AfSS) (SHaSA 2: Strategic Theme 1) as defined by the Specialised Technical Groups (STGs)</li> <li>3. Prioritise measurement</li> <li>4. Match existing series for measurement of indicators and revise where applicable</li> <li>5. Introduce new series where applicable</li> </ol>
Identifying priorities for the NSS	Compendium of statistical priorities	Identify priorities for the NSS in line with national priorities	<ol style="list-style-type: none"> <li>1. Identify statistical priorities for the strategy within the scope of available resources, noting CRVS as the priority for AfSS</li> <li>2. Identify sector statistical priorities within the scope of available resources</li> <li>3. Identify regional and continental priorities as defined by the AfSS (SHaSA 2: Strategic Objective 2.2)</li> <li>4. Review priorities for contemporariness/ topicality/changes or policy development (ACS: 2.3.3; 2.8.3; 2.8.5; 2.11.2)</li> <li>5. Confirm statistical priorities with state agencies</li> <li>6. Secure approval from executive authority</li> </ol>
<b>Strategic outcome: Strategic direction for national statistical development</b>			
Identifying strategic goals	Strategic goals, objectives and strategies	Define <ul style="list-style-type: none"> <li>• goals of the NSS</li> <li>• objectives of the NSS (SMART attributes)</li> <li>• sector strategies</li> </ul>	<ol style="list-style-type: none"> <li>1. Translate SWOT analysis into strategic outcomes and objectives</li> <li>2. Map NSDS strategic objectives against strategic themes and objectives of SHaSA</li> <li>3. Develop a strategy map</li> <li>4. Define national goals and targets to achieve objectives</li> <li>5. Define sector strategies in NSDS</li> </ol>

**7. Developing action plans:** Elaborating Action Plans is an important step to prepare for the implementation of a strategy for the development of statistics. The strategy defined in the NSDS needs to be translated into an action plan, which sets out more precisely what needs to be done, by whom, when and at what cost. The action plans should be organised along the strategic objectives, outcomes and outputs which need to be achieved. They should include a budget, a financing plan and an M&E process. If the strategic goals are clearly defined, according to the SMART approach, i.e., Specific, Measurable, Achievable, Relevant and Time-bound, it should not be difficult to identify the actions related to the objectives. An action plan includes:

- 1. What needs to be done** to achieve the above strategic objective
- 2. Who** is going to do what – assigning the responsibilities and setting targets;
- 3. When** – estimating the schedule and duration of the activity;
- 4. In what order** – determining the sequence and dependence of activities;
- 5. How** – defining human, technical and financial resources needed;
- 6. What for** – identifying and selecting indicators that can be used to track progress and monitor the performance of the action.

In practical terms, the action plan should not lose sight of the key areas of statistical development, namely: (a) regulatory and management framework; (b) human capacity development; (c) physical and statistical infrastructure; and (d) statistical production.

The work programme should be underpinned by a budget, to control operations and results, as well as a strategy for mobilizing the required resources.

The budget will:

- Show the total current and investment costs for the implementation of the actions;
- Specify the expected burden on the national budget or external financing requirements;
- Describe in some detail how resources will be used, by main expenditure items, current costs, incremental costs and capital expenditure.

The costing of the planned activities can be widened to a more knowledgeable group such as the procurement team of the NSO which may have comprehensive and up-to-date information regarding the cost of key statistical activities, infrastructure and logistics.

*Action plans should align with the vision, strategic themes and objectives, and logical framework of SHaSA 2. The main initiatives and outcomes that emanate from the strategic objectives include: (i) the adoption of common international norms adapted to African realities; (ii) a better coordination of development efforts and the sustainable*

*production of a wide range of harmonized statistics in order to inform political decisions and measure progress made in the implementation of development agendas. Action plans at the national level should also be conscious of the governance and implementation mechanisms for SHaSA 2. The governance structure for SHaSA 2 is displayed below.*

**Assembly of the Union:** The Assembly of Heads of State and Government of the Union (the Summit) will approve guidelines on the implementation of SHaSA 2. It will be regularly informed by the Conference of Ministers on the implementation of SHaSA 2.

**Conference of Ministers:** Each year, a report on the implementation of SHaSA 2 will be prepared by the ASCC and forwarded to the CoDG which, after review and endorsement, will submit it to the Conference of Ministers.

**Committee of Directors-General (CoDGs):** The CoDG is composed of Directors-General of National Statistical Offices of all African countries. For greater effectiveness in the implementation of SHaSA 2, the CoDG may invite UN Systems, civil society, the private sector, development partners, and foundations that support statistics in Africa to participate in its various sessions, as observers.

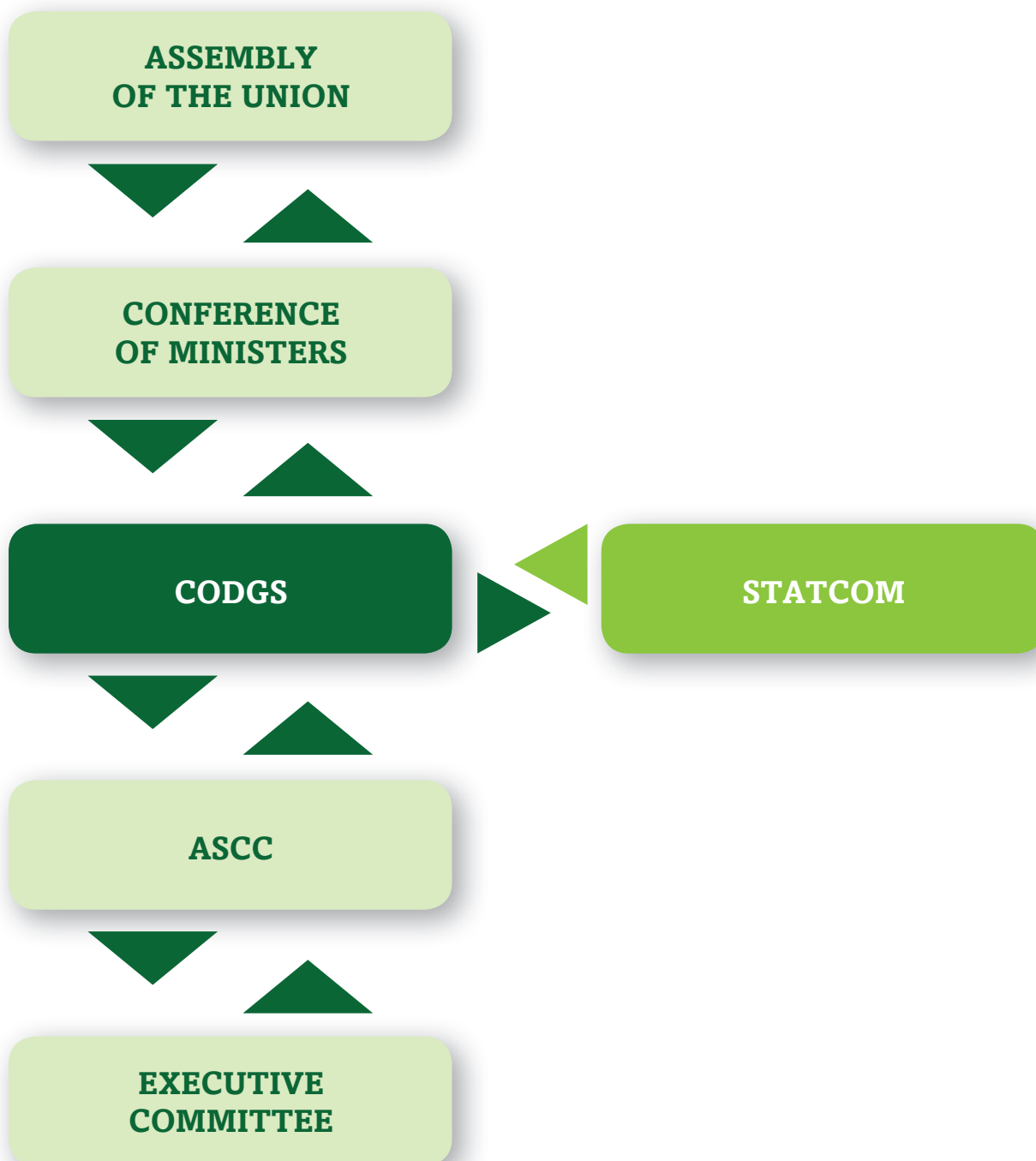
**Committee on Statistics (StatCOM-Africa):** UNECA, organizes every two years the meeting of Committee on Statistics in Africa (commonly known as StatCOM-Africa). The responsibility of the Committee regarding SHaSA are:

- Establish a link between the African Statistical System and the Global Statistical System including informing global statistical community on progress regarding statistical harmonization in Africa;
- Make recommendations on the implementation of SHaSA 2 in adequacy with the Committee strategic direction on statistical development in Africa;
- Discuss topical statistical issues, methodological guidelines, recommendations and international standards and how they can apply within SHaSA 2 framework taking into account African realities.

**African Statistical Coordination Committee (ASCC):** The AU Institute for Statistics (STATAFRIC) which is expected to coordinate all strategic initiatives of SHaSA 2, will act as Secretariat to ASCC and work closely with other pan-African institutions, AfDB, ECA, and ACBF. The ASCC will be chaired by the Chair of the CoDGs. Other members of ASCC include the 5 members of the Bureau of CoDGs, AFRISTAT, and RECs.

**Executive Committee (EC):** In order to effectively coordinate the implementation of SHaSA 2, coordinators at national, regional, and continental levels will be appointed. The Executive Committee (EC) is composed of all the Coordinators at national, regional, and continental levels.

Organogram of the SHaSA Governance Structure at the Continental level



**Table 12 - Strategy for step 6 - Identifying strategic goals**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Intra-governmental collaboration</b>			
Changes to regulatory framework	Statistics Act/ Law updated or replaced	Define the responsibilities of the NSS and its components  Provide an effective mandate for all statistical activities	Review the existing Statistics Act/Law and: <b>1.</b> Establish the composition and responsibilities of the NSS <b>2.</b> Clarify the role and positioning of all statistical units of the NSS, clearly naming the NSO as coordinator of the NSS <b>3.</b> Provide mandate for all statistical activities <b>4.</b> Provide NSO access to relevant administrative data <b>5.</b> Make it mandatory for all members of the NSS to use harmonized concepts and definitions
Defining coordination mechanisms for the NSS	Coordination and management framework document	Define coordination instruments	Develop coordination mechanisms, namely: <b>1.</b> A statistical production activities programme <b>2.</b> Statistical plans and reports (ACS: 6.1.2) <b>3.</b> A professional body of statisticians <b>4.</b> A Statistical Clearing House <sup>(9)</sup> <b>5.</b> Statistical forums <b>6.</b> Management System for Statistical Information (MSSI) <b>7.</b> Statistical standards (ACS: 6.1.4) <b>8.</b> Quality assessment framework <b>9.</b> Code of ethics <b>10.</b> Technical support programme <b>11.</b> Training programme
Defining management mechanisms for the NSS	Governance and management structure for the NSS (ACS: 6.1.8) (ACS: 6.1.13)	Design a governance and management structure for the NSS	Develop management mechanisms: <b>1.</b> Establish an approval process for statistical plans in the NSS (ACS: 5.4.4; 6.1.2) <b>2.</b> Divide the statistical plan into annual NSS programmes coordinated by NSO <b>3.</b> Design a governance structure for the NSS (ACS: 6.1.8), including organisation between MDAs <b>4.</b> Design a management structure for the NSS (ACS: 6.1.13); i.e. organisational structure at the statistics authority responsible to coordinate statistics as defined in legislation <b>5.</b> Define Head of the government statistical system <b>6.</b> Define responsibilities of the statistics council/ board in relation to the NSDS and the NSS

<sup>(9)</sup> It is a centralized process for vetting all prospective data collection activities to ensure that they are necessary in order to minimize duplication and survey burden on respondents.



Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic Outcome: Positioning statistics in government and the state</b>			
Establishing statistics units and statistical information systems in governmental institutions responsible for the production of official statistics	<p>Creation of statistics units</p> <p>Blueprint for the establishment of statistical information systems in MDAs</p>	<p>Create statistical units within all governmental institutions responsible for compiling official statistics</p> <p>Establish a statistical information system within each governmental institution within the NSS</p>	<ol style="list-style-type: none"> <li>1. Include the establishment of statistics units and statistical information systems by institution in statistical legislation</li> <li>2. Identify a structure for housing the statistical unit of the governmental institution</li> <li>3. Identify qualified personnel to manage the unit</li> <li>4. Define functions, roles and responsibilities of the statistics unit</li> <li>5. Put in place a process for establishing a statistical information system</li> <li>6. Define the functioning of the statistical information system</li> </ol>
Raising the profile of statistics in government	A political champion for the NSDS and the NSS	Identify a political champion for the NSDS and the NSS	<ol style="list-style-type: none"> <li>1. Define political institutions for leading statistical coordination; e.g. a political committee for statistics</li> <li>2. Identify political champion for the NSDS and NSS; e.g. a parliamentary committee for statistics</li> </ol>
Mainstreaming statistics into the planning and development initiatives of the state (ACS: 6.1.12) (SHaSA 2: 4.1.3)	National development plan and development outcomes of the country informed by official statistics (ACS: 6.1.9)	<p>Define the use of statistics to inform</p> <ul style="list-style-type: none"> <li>• National Development Plan</li> <li>• Sector plans</li> <li>• Plans of MDAs</li> </ul>	<ol style="list-style-type: none"> <li>1. Specify the use of official statistics in statistical legislation by state agencies in planning, policy development, monitoring and evaluation; and decision-making</li> <li>2. Promote the use of statistics in planning and development initiatives</li> <li>3. Make statistics easy for use</li> <li>4. Make statistics easily accessible to users</li> </ol>

**Table 13 - Strategy for Step 7, Section 2 – elaborating an action plan for implementing a human capacity development framework**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Sustained human capacity for the NSS</b>			
Developing human resources for the NSS	Human capacity development strategy	Design a human capacity development strategy for the NSS <sup>(10)</sup>	<ol style="list-style-type: none"> <li>1. Conduct environmental scan</li> <li>2. Carry out a human capacity needs assessment</li> <li>3. Identify skills gap</li> <li>4. Define strategies for establishing training centers in NSOs or strengthening existing centers (SHaSA 2: 3.3.1)</li> <li>5. Define strategies to strengthen the capacity of schools and centers for statistical and demographic training (SHaSA 2: 3.3.2)</li> <li>6. Establish support for the operation of the Pan-African Statistical Training Center (SHaSA 2: 3.3.5)</li> <li>7. Define guidelines for participating in international statistical training programmes (SHaSA 2: 3.3.3)</li> <li>8. Establish a statistical capacity building programme for Young African Statisticians (coaching, on the job training, formal training) (SHaSA 2: 3.3.4)</li> <li>9. Support the career management and development of statisticians</li> <li>10. Define statistical capacity development strategies for individual statistical agencies/ sectors</li> </ol>
	Statistical training strategy	Design a training programme to cover all types of skills required by a statistics system	<ol style="list-style-type: none"> <li>1. Identify existing training programmes in the country <ul style="list-style-type: none"> <li>• Training centres/schools</li> <li>• Tertiary institutions</li> <li>• Service providers</li> </ul> </li> <li>2. Match training programmes with skills gap</li> <li>3. Develop training programme and plan for the NSS (ACS: 3.2.3)</li> <li>4. Develop new training programmes <ul style="list-style-type: none"> <li>• Advocacy and awareness building (ACS 2.10.2)</li> <li>• Media (ACS 2.10.3)</li> <li>• Statistical literacy (ACS 2.10.4)</li> <li>• Users (ACS: 4.3.6)</li> </ul> </li> <li>5. Expand/improve existing training programmes<sup>(11)</sup></li> </ol>
	Human resource strategy and practices	Define a human resource philosophy (management style, staff motivation, etc.) and practices for the NSS <sup>(12)</sup>	<ol style="list-style-type: none"> <li>1. Set up formal systems for human resource management <ul style="list-style-type: none"> <li>• Generic job descriptions/specifications</li> <li>• recruitment of staff for the NSS</li> <li>• staff retention in the NSS</li> <li>• career paths in the NSS</li> <li>• skills improvement in the NSS</li> <li>• performance incentives in the NSS</li> </ul> </li> </ol>

(10) Reference should be made in the NSDS to the capacity development strategy for statistical development.

(11) Reference should be made in the NSDS to the statistical training plan and programme for the NSS.

(12) Reference should be made in the NSDS to the human resource philosophy and practices for the NSS.

**Table 14 - Strategy for Step 7, Section 3 - Elaborating an action plan for implementing physical and statistical infrastructure**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Sustainable physical infrastructure</b>			
Create conducive statistical infrastructure and environment	Office accommodation	Procuring space for NSS operations	<ol style="list-style-type: none"> <li>1. Secure premises for statistical work including training</li> <li>2. Establish fieldwork infrastructure across the country for data collection (preferably the NSO)</li> <li>3. Establish data processing infrastructure</li> <li>4. Secure premises for storage and retrieval of survey questionnaires (warehouse)</li> <li>5. Secure transport facilities for fieldwork operations</li> </ol>
	ICT infrastructure	Establishing an effective technological environment	<ol style="list-style-type: none"> <li>1. Establish infrastructure for ICT</li> <li>2. Development of an integrated information system with links at national, regional and continental levels (SHaSA 2: 3.4.1)</li> <li>3. Build a NSS GIS and database infrastructure</li> <li>4. Develop databases for specific series</li> <li>5. Set up an ITC system for: <ul style="list-style-type: none"> <li>• Data exchange within the NSS</li> <li>• User access to indicators</li> <li>• Archiving and retrieval of data (microdata for time series analysis) ACS: 2.2.2)</li> </ul> </li> <li>6. Set up a data dashboard for monitoring Key Performance Indicators (KPI) of ACS and SHaSA 2</li> <li>7. Development of a Strategy for the Dissemination of Data (SHaSA 2: 4.2.1)</li> <li>8. Automate routine clerical operations (e.g. data capture, coding and validation) (ACS: 3.3.10)</li> <li>9. Optimise use of ICT for data collection, processing and dissemination (ACS: 3.3.11)</li> <li>10. Make provision to protect the security and integrity of statistical databases (ACS: 5.2.2)</li> <li>11. Promote open solutions to ensure interoperability of the system</li> </ol>

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Sustainable statistical infrastructure</b>			
Develop and maintain frames for collection of statistics and use by NSS partners	Enumeration frame	Develop frames for the collection of household information ACS: 2.5.1	<ol style="list-style-type: none"> <li>1. Build dwelling frame <ul style="list-style-type: none"> <li>• Secure GIS information from local government and/or other relevant institutions</li> <li>• List dwelling structures</li> <li>• Allocate addresses</li> <li>• Review, maintain and update changes in geography (ACS: 2.11.13)</li> </ul> </li> <li>2. Build enumeration frame <ul style="list-style-type: none"> <li>• Develop standards and methodology for enumeration</li> <li>• Demarcate enumeration areas</li> <li>• Review, maintain and update changes in geography (ACS: 2.11.13)</li> </ul> </li> <li>3. Design master sample <ul style="list-style-type: none"> <li>• Develop standards and methodology for designing primary sampling units</li> <li>• Draw master sample</li> <li>• Review, maintain and update changes in the master sample (ACS: 2.11.13)</li> <li>• Use master sample as a common frame for collection of household surveys</li> </ul> </li> </ol>
	Dwelling frame		
	Master sample		
	Business Frame	Develop a frame for business surveys ACS: 2.5.1	<ol style="list-style-type: none"> <li>1. Adapt International Standard for Industry Classification (ISIC4) for country situation</li> <li>2. Compile a list of businesses <ul style="list-style-type: none"> <li>• Download from revenue service</li> <li>• Conduct fieldwork</li> </ul> </li> <li>3. Profile and classify businesses</li> <li>4. Compile annual snapshot for sampling purposes</li> <li>5. Review, maintain and update business frame (ACS: 2.11.13)</li> </ol>
Develop and maintain administrative records for statistical purposes	Registers in the NSS	Improve quality of registers	<ol style="list-style-type: none"> <li>1. Develop a statistical business process model for administrative records</li> <li>2. Adopt international standards</li> <li>3. Develop NSS statistical standards aligned to AfSS</li> <li>4. Assess quality of registers</li> <li>5. Develop quality improvement plan</li> </ol>
Develop statistical tools	Statistical quality management framework	Establish and implement a statistical quality management system (ACS: 3.3.5)	<ol style="list-style-type: none"> <li>1. Develop a quality management policy for statistical production (ACS: 1.2.2; 1.3.3;</li> <li>2. Adapt the generic statistical process model for surveys and administrative data (statistics value chain) ACS: 1.1.2; 2.11.1</li> <li>3. Compile a national compendium of concepts and definitions ACS: 2.5.1; 2.6.1;</li> <li>4. Establish a metadata registry (store)</li> <li>5. Develop methodological guidelines (ACS: 1.3.1; 1.4.1; 1.4.2; 2.6.2; 2.6.3; 2.6.4; 2.6.5; 2.9.2 and SHaSA 2: 1.3.1; 1.3.2)</li> <li>6. Develop guidance documents (such as policies and protocols) ACS: 1.2.2; 1.2.3; 1.3.2; 2.2.3; 2.3.4; 2.3.6; 2.4.4; 2.8.4; 3.3.6; 4.1.6; 4.3.1; 4.3.4; 4.4.2;</li> <li>7. Develop statistical standards and measures ACS: 2.4.1; 2.4.2, 2.4.3; 2.7.4; 2.8.3</li> </ol>

**Table 15 - Strategy for Step 7, Section 4 - Elaborating an action plan for implementing statistical production**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Increased trust in statistical products</b>			
Improve quality of statistical outputs	Administrative data  Survey data	Develop a process for management of administrative data	<b>Administrative data: Planning</b> Establish a statistical planning process to assure relevance by: <ul style="list-style-type: none"> <li>• determining information needs (understand policy, administrative and statistical needs, including gender-sensitive data)</li> <li>• prioritising information needs (ACS: 2.11.2)</li> <li>• developing a policy prioritising administrative records over surveys (ACS: 5.4.1)</li> </ul> Strengthen the legislative framework to ensure access to administrative data sources
		Develop a process for management of surveys and censuses	<b>Survey data: Planning</b> Establish a survey planning process, including <ul style="list-style-type: none"> <li>• determination of information needs, including gender-sensitive data</li> <li>• prioritisation of information needs (ACS: 2.11.2)</li> <li>• planning and costing of the survey</li> <li>• compiling operational plans</li> </ul>
			<b>Administrative data: Adaptation</b> <b>1.</b> Establish a process for the adaptation of statistical production activities to statistical needs <ul style="list-style-type: none"> <li>• ensuring agreed adaptation principles for administrative data system (mutually beneficial)</li> <li>• including well-defined and designed collection requirements for the administrative system</li> <li>• ensuring the implementation of common methods and standards (SHaSA: 1.3.4)</li> </ul>
			<b>Survey data: Design</b> <b>1.</b> Establish a process for the design of statistical production activities (ACS: 2.11.3) <ul style="list-style-type: none"> <li>• Design questionnaires</li> <li>• Testing questionnaires (ACS: 2.11.11)</li> <li>• Survey design, sample selection methodology, sample weighting &amp; methodology (ACS: 2.11.12)</li> <li>• Ensure collection instruments are respondent friendly to effectively and efficiently collect information (ACS: 3.3.4)</li> </ul>
			<b>Administrative data: Build</b> <b>2.</b> Establish a process for building systems and tools for movement, storage and retrieval of data (ACS: 2.11.4)
			<b>Survey data: Build</b> <b>3.</b> Establish processes for building survey systems and tools for collection, processing, analysis, dissemination, movement, storage and retrieval of data (ACS: 2.11.4)



Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Increased trust in statistical products</b>			
			<p><b>Administrative data: Collect</b>  <b>4.</b> Establish a data acquisition process for transforming administrative records systems into statistical registers (snapshots) (ACS: 2.11.5)</p> <p><b>Survey data: Collect</b>  <b>4.</b> Establish collection processes for business and household surveys (ACS: 2.11.5).  • Monitor and revise field operations (ACS: 2.11.14)  • Inform respondent on the intended uses and access limitations (ACS: 5.2.1)</p>
			<p><b>Administrative data: Process</b>  <b>5.</b> Establish a process for data editing (ACS: 2.11.6)</p> <p><b>Survey data: Process</b>  <b>5.</b> Establish a process for data processing (ACS: 2.11.6)  Monitor and revise data processing (ACS: 2.11.14)</p>
			<p><b>Administrative and survey data: Analysis</b>  <b>6.</b> Establish a process for data analysis, and produce (ACS: 2.11.7)  • tabulation reports of key findings  • analytical reports, e.g. thematic, sectoral and cross sectoral analysis  • establish a research component in the statistics authority  • Improve the design of statistical products</p>
			<p><b>Administrative and survey data: Dissemination</b>  <b>7.</b> Establish a process for dissemination of statistics through various channels (ACS: 2.11.8)  • Development of a Strategy for the Dissemination of Data (SHaSA 2: 4.2.1)  • Develop policy document on statistical dissemination principles and practices, including access to microdata, corrections to publications, revisions, confidentiality (ACS: 4.1.1; 4.5.1; 4.5.2; 4.5.3; 4.5.4; 4.5.5; 4.5.6; 5.1.3)  • Compile statistical release/report  • Package data in different formats for different groups of users (ACS: 4.3.2)  • Publish release dates and times; divergence of dissemination schedule; and preliminary results ACS: 2.7.1; 2.7.2; 2.7.3; 4.4.3;  • Release data through various channels (e.g. print, electronic, social media)  • Provide technical support to users  • Compile information package to inform users on methodology etc. (ACS: 4.3.5)  • Provide custom-designed analysis and products (4.3.3)  • put in place process for revisions (ACS: 2.11.15)</p>

Strategic objective	Strategic output	Activity	Guidelines
Strategic outcome: Increased trust in statistical products			
			Administrative and survey data: Archive
			8. Establish a process for archiving of administrative datasets, survey instruments, metadata, results and statistical information (ACS: 2.11.9)
			Administrative and survey data: Evaluation
			9. Establish a process for evaluation of the statistical process (administrative data and survey data) including results (ACS: 2.11.10)
Strategic outcome: Increased supply of statistical information			
Certify statistics for quality	Statistics designated as <i>official</i>	Assess statistics for designated as official	1. Develop/adopt/adapt a statistical quality assessment framework 2. Develop a tool to assess the quality of existing and potential statistical sources (ACS: 2.3.2) 3. Establish a statistical quality assessment procedure or protocol for designating statistics as official and for periodically reviewing the quality of statistics already with official status (ACS: 6.1.6; 6.1.7)
Improve access to statistics	Management System for Statistical Information (MSSI)	Implement a MSSI	1. Establish a process for user access to archived data and/or statistics 2. Define a mechanism and protocol for exchange of data among state agencies, keeping in mind the confidentiality clause 3. Develop a strategy and guidelines for the dissemination of data
	Data dissemination strategy (SHaSA 2: 4.2.1)	Develop a strategy for the dissemination of data	
Improve timeliness of statistical products	Timely statistical information	Reduce turnaround time for survey and administrative data	1. Identify areas to increase efficiency in the statistical production process that impacts on the timely release of statistical information

**Table 16 - Strategy for Step 7, Section 5 - Elaborating an action plan for costing and funding the NSDS**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: An enabling budget (SHaSA 2: 3.1.4) &amp; (ACS: 2.2.1; 3.2.1)</b>			
Costing the NSDS	Budget for the NSDS	Cost current business (current budget) (ACS: 3.3.1)  Estimate additional costs required  Source funding	<ol style="list-style-type: none"> <li><b>1.</b> Identify statistical programmes and priorities for funding (what should be funded) based on strategic and operational plans (ACS: 3.3.2; SHaSA 2: 2.2.1)</li> <li><b>2.</b> Cost current activities at level of governmental institution (what is already funded)</li> <li><b>3.</b> Assemble current budgets for statistical activities throughout all the MDAs</li> <li><b>4.</b> Estimate the additional cost of undertaking the NSDS at the levels of               <ul style="list-style-type: none"> <li>• coordination activities</li> <li>• systems of statistical production in MDAs</li> </ul> </li> <li><b>5.</b> Combine the current budget and the additional cost of the NSDS (total ask)</li> <li><b>6.</b> Undertake a cost-effective analysis of major activities (ACS: 3.3.3)</li> <li><b>7.</b> Review proposed budget</li> <li><b>8.</b> Draw up a medium term budget for the NSDS (ACS: 3.2.2)</li> <li><b>9.</b> Source funding</li> </ol>

### 2.2.3 IMPLEMENTATION PHASE: NSDS AND SHASA 2

Implementation is the execution, realization and management of the action plan designed for the NSDS for it to actually materialize. During the implementation phase, the NSDS changes from its initial form of ideas and words into actions, specific projects (e.g. carrying out an additional survey, revamping the website, drafting a new law, constructing a new building, etc.) and new tasks, in addition to regular activities such as the consumer price index. Implementation should be at the heart of the preoccupations of those involved in the design of the NSDS in order to secure its success. To be effective, the drawn up strategy should be sound and must be implemented through a well-costed and time-bound action plan, including a financial plan incorporating proposals for governmental and external assistance. It must be noted here that the quality of the action plan is key to the success of the implementation of the NSDS. Appropriate arrangements should also be put in place to ensure the efficient implementation of the strategy.

There are a number of implementation principles for the NSDS that also apply to SHaSA 2.

1. Check the consistency and feasibility of the action plan
2. Promote an active involvement of senior management and an appropriate governance of the implementation process
3. Division of action plan into smaller “projects”
4. Aiming for permanent structures – develop structures and approaches which are common to the overall programme and can be used over time
5. Exploiting the power of human resources and communications
6. Documentation, evaluation, monitoring and adjustments

The contents of NSDS's will necessitate monitoring, evaluation and reporting to ensure that NSS's are developing and producing the outputs expected of them.

**Reporting** on the progress of the NSDS implementation will require an effective management and accountability framework, including the identification of performance indicators, corresponding reporting mechanisms and responsible actors. This means that the performance indicators and expected outputs should be identified and agreed on during the design phase. A number of reporting frameworks (GDDS, DQAF and PARIS21 Statistical Capacity Building Indicators) are available for assessing the performance of the strategy.

*It is proposed that a data dashboard (an information management tool) be included in the NSDS to track, analyse and display key performance indicators related to ACS and SHaSA 2 to ensure that all the components of these two frameworks have been properly integrated into the NSDS.*

**Monitoring** the implementation of the NSDS ensures that stated goals and objectives are achieved. The monitoring process also helps to track inputs, activities and outputs; determine the progress of implementation; alert management to problems or potential problems; suggest corrective actions to ensure performance conforms to strategy or revise strategy in light of the experiences encountered. The design team must carry out consultations with the management team to determine who carries out the monitoring, what reports should be prepared, when they should be prepared and to whom they should be directed for action to be taken.

**Evaluation:** Assessments are usually carried out at the mid-point of the action plan and at the end to assess how well the strategy has met the set goals, the challenges encountered, the most successful activities and the effectiveness of the strategy. Note should be taken of best practices and lessons learned with a view to sharing with others.

*It is crucial for NSDS drafters to understand when and in what format reporting to a continental structure will be requested and how their actions may influence statistical development on the continent. Below is a table laying out the reporting structure for SHaSA 2 which drafters should take into account when planning NSDS M&E and reporting.*

**Table 17 - Reporting mechanism for the implementation of SHaSA 2**

Type of report	Periodicity	Unit in charge	Recipient
Periodic Review	Annual, biannual, mid-yearly	Statistical Institute	CoDGs
National Statistical Activity Reports (NSDS)	Biannual	NSOs	REC
Reports of regional activities (RSDS, training, NSDS of the countries of the region)	Biannual	RECs, regional organizations, schools and universities	Statistical Institute
STGs Activity Report	Biannual	Leading country	Statistical Institute
Report of activities of pan-African institutions	Biannual	AUC, AfDB, ECA, ACBF, Statistical Training Centre, AACB,	Statistical Institute
Consolidated Activity Report (CAR)	Annual	Statistical Institute	EC and ASCC
Consolidated Activity Report (CAR)	Annual	Statistical Institute	CoDGs
CAR amended and validated by the CoDGs	Annual	CoDG	Conference of Ministers
Annual Report on Statistics	Annual	Conference of Ministers for Finance, Planning & Econ. Development	Summit of Heads of State & Govt.
Resolutions of Ministers	Annual	Conference of Ministers for Finance, Planning & Econ. Development	Summit of Heads of State & Govt.

It is expected that the AU Statistical Institute will, collaboration with the Pan-African institutions, develop a framework that will guide the comprehensive reporting of SHaSA 2 performance indicators.



**Table 18 - Strategy for Step 8 – Implementation of the NSDS**

Strategic objective	Strategic output	Activity	Guidelines
<b>Strategic outcome: Strategy implementation and management (SHaSA 2: 3.1.6)</b>			
Planning	NSDS and planning documents	Publish planning documents (ACS: 6.1.3)	<ol style="list-style-type: none"> <li>1. Compile the NSDS (ACS: 6.1.9; 6.1.11)</li> <li>2. Compile sectoral statistical plans</li> <li>3. Compile statistical work programmes for MDAs</li> <li>4. Confirm availability of financial resources to execute identified activities</li> <li>5. Ensure governance structure for the implementation process is in place</li> <li>6. Put in place a process to strengthen the capacity of the NSS to bridge the skills and infrastructure gap</li> <li>7. Implement activities for each output or “project” and ensure adoption of appropriate mitigation measures to reduce the associated risk</li> </ol>
Managing change	Motivated work force	<p>Develop a comprehensive change management programme, including financial management guidelines and a procurement plan</p> <p>Implement the human capacity development strategy, training plan, human resource and practices strategy and communications plan</p>	<p>Change management programme should focus on:</p> <ul style="list-style-type: none"> <li>• Policy makers and programme managers in the public service</li> <li>• Stakeholders</li> <li>• MDAs (statistics units)</li> <li>• Statistics Authority (NSO)</li> <li>• Financial Management</li> <li>• Procurement</li> <li>• Constant communication among NSS actors</li> </ul>
Monitoring and reporting on inputs, outputs and outcomes	Quarterly and annual reports	Develop a monitoring and reporting system and mechanism (ACS: 3.3.9; 6.1.3)	<ol style="list-style-type: none"> <li>1. Establish a quarterly and annual reporting process</li> <li>2. Compile quarterly report. Report on: <ul style="list-style-type: none"> <li>• MDAs report quarterly against targets in the strategic plan and work programme</li> </ul> </li> <li>3. Compile an annual report <ul style="list-style-type: none"> <li>• Combined NSS performance report</li> <li>• Financial performance report on NSS activities</li> </ul> </li> <li>4. Establish national mechanism to coordinate and monitor aid-assistance (ACS: 6.2.3)</li> </ol>
Evaluation	Evaluation reports	Develop an evaluation system and mechanism	<ol style="list-style-type: none"> <li>1. Establish an evaluation programme for the NSS <ul style="list-style-type: none"> <li>• Diagnostic evaluation (preparatory research)</li> <li>• Design evaluation (theory of change)</li> <li>• Implementation evaluation (operational mechanisms)</li> <li>• Impact evaluation (measure changes in outcomes)</li> <li>• Economic evaluation (value for money) (ACS: 2.3.5)</li> <li>• Evaluation synthesis (cross sectoral)</li> </ul> </li> <li>2. Participate in peer reviews (SHaSA 2: 3.1.5)</li> </ol>

## CHAPTER 3

# SHaSA 2 and RSDS

## 3.1 Overview of RSDS

Regional integration or cooperation processes pursue different objectives such as achieving economic and monetary integration, building a free trade area, stepping up cooperation to promote socio-economic development, among others or a combination of all the above. Regardless of the objective, such processes require comparable statistical indicators based on methodologies harmonized between countries. Hence, the need to set up an efficient Regional Statistical System (RSS) which may be facilitated through a Regional Strategy for the Development of Statistics (RSDS). A RSDS is a masterplan for regional statistical development. It is not a contract but a guide to good practice in regional statistical co-operation. It is linked to national and regional priorities and is consistent with the NSDS of member states. It adopts the NSDS Principles and is formulated with the objective of responding to specific regional policy objectives.

A well-designed RSDS will achieve the following:

- coordination of national and regional programmes aimed at producing “regional” data, including programmes of surveys and censuses; synchronization with national planning processes;
- harmonization of conceptual frameworks and methods to obtain the comparable data required by the institution, including the adoption of binding statistical regulations, in compliance with recommendations and international standards and in association with national councils;
- representation with respect to external partner organizations; relations with donors, including the adoption of joint positions in major meetings of the global statistical system;
- exchange of best practices in terms of coordination and statistical capacity building between more advanced and less advanced countries in the region.

## 3.2 Mainstreaming SHaSA 2 into the Design, Implementation, Monitoring, Evaluation and Reporting Process of RSDS

NSDS and RSDS processes must be complementary. Often, RSDSs will be designed while NSDSs are already in place. NSDSs may need to be updated to take the RSDS into account. With the advent of SHaSA 2 and other continental and global agendas, NSDSs and RSDSs may need some additional revision to ensure that all necessary data are produced.

At the regional level, the major actors are RECs, sub-regional organizations of economic, monetary and customs nature, and organizations in charge of strengthening statistical capacity, mainly AFRISTAT and AFRITAC, which are working alongside RECs.

*SHaSA 2 finds that RECs derive their mandates to carry out statistical activities from treaties and constitutive acts. Three of these important mandates focus on: i) strengthening the statistical capacity of Member States; (ii) the harmonization of statistics (ex-post and ex-ante) in Member States; and (iii) the compilation and dissemination of quality statistics in order to inform decision-making at national and regional levels. In light of the scope of their mandates, the membership of countries to several RECs, the absence of coordination among RECs, and the limited statistical capacity of these economic communities are factors that limit development and statistical harmonization.*

*From the point of view of the development of statistics, RECs can be classified into two categories:*

- *The first category comprises RECs that have a relatively advanced statistical service and the capacity to coordinate statistical activities in their sub-regions. This includes ECCAS, ECOWAS, COMESA, SADC and EAC.*
- *The second category constitutes RECs whose statistical activities are still in an embryonic state or are non-existent, such as CEN-SAD, IGAD, and UMA.*

*At least five RECs are implementing RSDS as tools for the coordination and harmonization of statistical activities in support of the regional integration process. They focus in particular on the production of comparable statistics in real time in economic domains in order to monitor macroeconomic convergence and multilateral oversight. They are geared towards national and regional priorities and are aligned to the NSDS of the Member Countries, into which they incorporate the activities. They are developed by RECs and are approved by the Member States of the region in order to ensure that they are in sync with regional development programmes and national priorities.*

*During their design, RSDS should take into account the regional level expectations of SHaSA and aim to:*

- ▶ *Meet the statistical needs of the regional development programme;*
- ▶ *Ensure the comparability of data in all Member Countries;*
- ▶ *Strengthen relations and convergence between regional and national levels (RSDS implies a close cooperation and collaboration between Member Countries and the establishment of a strong inter-REC coordination mechanism);*
- ▶ *Build on skills, expertise and resources in statistics at the regional level;*
- ▶ *Enhance the development of statistics tools and services at the regional level;*
- ▶ *Facilitate, coordinate, and strengthen representation vis-à-vis external development partners.*
- ▶ *Develop South-South cooperation;*
- ▶ *Serve as a framework for monitoring the implementation of Agenda 2063, the 2013-2022 Strategy of the AfDB, and Agenda 2030.*

*Within the framework of the participatory process required in the elaboration of sub-regional strategies, RECs organise technical meetings, with the support of continental institutions and development partners, to address the problems of the availability of data, and the harmonization and strengthening of statistical capacity.*

As indicated in Table 2, of the five RECs in Africa that have developed RSDSs, three (ECOWAS, ECCAS and SADC) are currently at the implementation stage. COMESA has recently come up with a draft Statistics Strategy for 2017-2020 to replace the existing one which expired in 2017.

The steps to designing and implementing an RSDS are outlined below and as shown above for NSDS, the guidelines for integrating SHaSA 2 at each stage are provided.

• **Acknowledging, recognizing, understanding:** the authority of the integration body receives a mandate from the Presidents/Heads of State of the Member countries of the integration area to organise a Regional Statistical System. This stage requires continuous feedback between national and regional level systems.

*In addition to the feedback between national and regional systems, it may also be necessary to establish connections with continental bodies to ensure that the SHaSA 2 strategy and its implementing and reporting procedures are adequately understood.*

*In the chain of continental harmonization and coordination, Regional Economic Communities (RECs) have an important role to play through the implementation of their integration policies, which are often accompanied by regional convergence mechanisms. With mandates from their Member States, RECs act as regional coordinators. While regional integration is crucial to enable wider continental integration in pursuit of Agenda 2063, regional coordination of statistical production will also be vital to ensure that progress towards integration in all thematic areas can be accurately measured.*

• **Identifying and Engaging Stakeholders:** At this stage it will be important to **identify all relevant stakeholders** of the regional statistical system (RSS). Stakeholders at the regional level have different interest and needs and, on the flip side, different responsibilities. A critical mass of stakeholders is therefore required to ensure ownership and commitment to the process. This means that inclusive participation of all key players (the regional organization and its authorities, NSSs including the national statistical offices and related authorities of Member States, and the national, regional and international users of regional statistical information) in this process is required.

*With respect to SHaSA 2, stakeholders of interest are the Regional and National Coordinators of the SHaSA.*

**Preparing:** Mobilizing support at the highest regional level and from countries and partners within the region; establishing a steering committee; drafting and adopting the roadmap; and establishing a project management team.

*In particular, at this stage it may be helpful to connect with the Specialized Technical Groups (STGs) overseeing sectoral statistical work under SHaSA 2. Under the coordination of countries and the responsibility of the AU Statistical Institute, the STGs will prepare and implement sectoral action plans for statistical harmonization in the area concerned; they will develop and/or adopt international standards and methodological guidelines for statistical harmonization in their respective fields. The AU Institute for Statistics with the support of Pan-African Organizations will assist African countries in the implementation of these standards and methodologies. Depending on the priority statistical areas focused on in the RSDS, connections may need to be made with various STGs.*



• **Organizational arrangements:** there are a number of organizational arrangements that can be put in place to oversee the work. These include setting up:

- ▶ A National Committee of 2-3 representatives from the NSS in each Member State to be responsible for coordination;
- ▶ Regional Technical Committee to draft documents and prepare decisions to be taken;
- ▶ Regional Statistical Steering Committee to oversee the design process and submit for approval reports and recommendations;
- ▶ A Commission of national, regional and continental experts to deal with specific aspects of the work programme of the roadmap;
- ▶ A Group of users and beneficiaries to identify quality and priority needs:

The entire design process has to be driven by the statistical unit of the REC, where it exists, in cooperation with the NSS authorities of Member States.

*As above in relation to NSDS, each regional organization is responsible for its own organizational arrangements. However, being aware of reporting requirements to the continental structure overseeing SHaSA 2 would be helpful.*

• **Assessment:** the RSDS should be designed to meet the statistical needs of the regional body. This step involves reviewing the development agenda and priorities in the region and assessing their statistical needs as well as the financing, management and human resources needs.

*Much of the Strengths, Weaknesses, Opportunities, and Threats provided in Tables 6 and 7 in the NSDS section above applies at the regional level. In addition, SHaSA 2 recognizes that many regional bodies have very weak statistical capacity in their own right. Therefore, in assessing the statistical needs in the region, the RECs or other regional bodies should ensure that their own needs are also included and a plan put in place to strengthen capacity.*

*Among the major problems that RECs are facing, it is worth mentioning (i) the weak capacity to ensure an effective leadership in the coordination of statistical activities at the regional level and (ii) the overlapping of membership of RECs, which leads to duplications in programmes and demands for data. For example, the SHaSA 2 assessed the statistical capacity of RECs as displayed in the following table.*

**Table 19 - Statistical Capacity of Regional Economic Communities**

Function	ECOWAS	SADC	EAC	COMESA	CENSAD	ECCAS	IGAD	UMA
Explicit statistical service	1	1	1	1	0	1	0	1
Functional statistical service	1	1	1	1	0	1	0	1
Production of statistics	1	1	1	1	0	1	0	0
Regional body for the coordination of statistics	1	1	1	1	0	0	0	1
Functional Operational Capability and Support Review (OCSR)	1	1	1	1	0	0	0	0
<b>Level</b>	<b>Relatively advanced</b>				<b>Embryonic or absent</b>			

Note: 1 - function accomplished; 0 - function unaccomplished

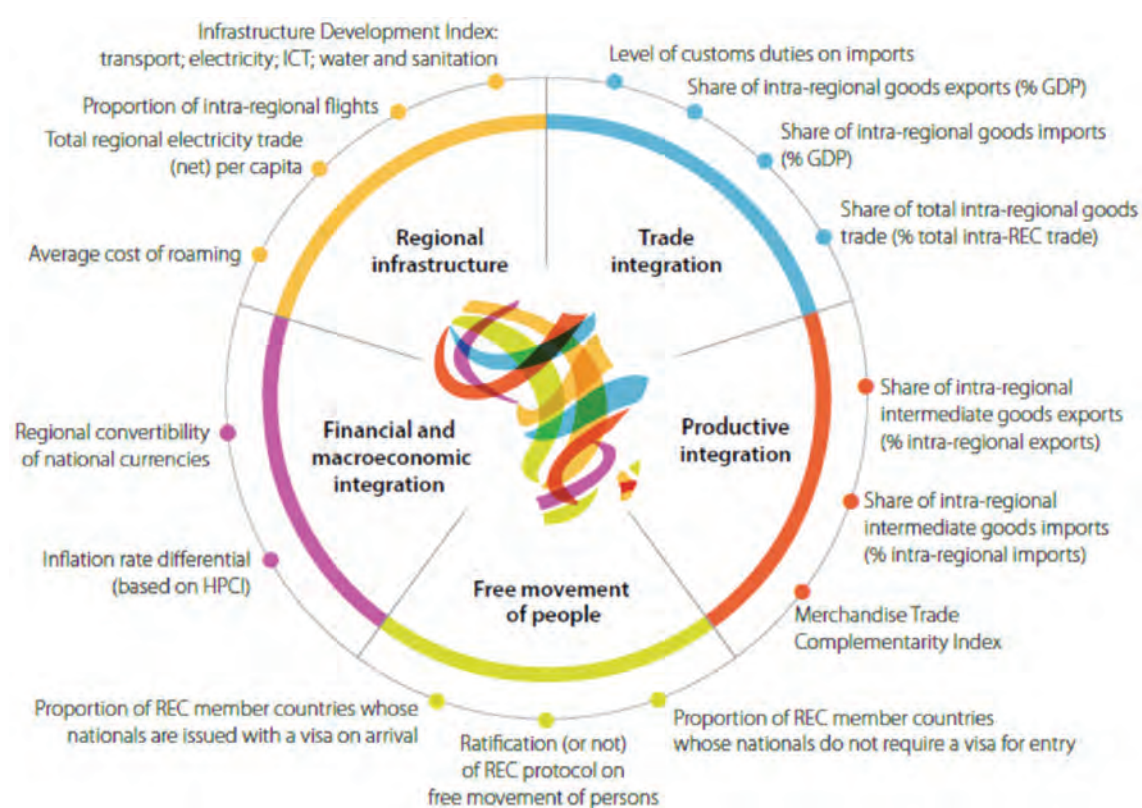
Source: AU Commission, 2016.



• **Vision, strategies, action plans:** The RSDS design team should ensure that RSDSs are aligned with regional development agendas and consistent with the development plans and priorities of Member States. They should also be in synergy with continental agendas. The process of designing the RSDS can be completed within 12 to 18 months. During this time the authority must: draft and adopt the roadmap; draft and adopt the diagnosis; draft the vision and strategies; choose a regional strategy; draft and adopt the action plan; establish a monitoring, evaluation and reporting process.

*As with NSDS, the RSDS vision, strategies and action plans should take SHaSA 2 into account. In particular, strategic objective 2.1: Strengthen cooperation between the different institutions of the African Statistical System, specifically focusing on the strengthening of statistical capacity at the regional level. In addition, strategic objective 2.3 underlines the importance of providing quality data for multilateral surveillance, monitoring continental and international agendas at regional levels and for calculating the Regional Integration Index, comprising 5 dimensions and 16 indicators as outlined below:*

**Figure 1 - Dimensions and indicators of the Regional Integration Index**



Source: AUC, AfDB and ECA, 2016.  
Africa Regional Integration Report.

*Other areas of specific interest at the regional level are displayed in the logical framework of the SHaSA 2 such as the improvement of Civil Registration and Vital Statistics, the implementation of RSDS, appointment of a SHaSA 2 coordinator at the regional level to form part of the Executive Committee, the creation of statistical functions in RECs that do not yet have them, and integration of RSDS into the regional development and integration plan.*

- **Resources Mobilization Strategy:** developing a strategy to mobilize the required resources for the design and implementation of the RSDS is an important part of the design process to ensure the effectiveness of the RSDS.

*SHaSA 2 has costed regional activities for its implementation at 0.19 billion based on the submission of RECs themselves and also calls for a number of regional statistical funds to be put in place by 2020. Continuous collaboration with technical and financial partners both within and outside the region can also serve to bridge the funding gap.*

- **Implementation:** The efficient implementation of RSDSs will help respond to the statistical requirements of regional development agendas and involves statistical actors at both the national and regional levels.

*As the main technical drivers of SHaSA 2, RECs are responsible for its implementation within their geographic areas. This requires RECs to work in close collaboration with Member States to ensure the timely implementation of SHaSA 2 activities. Regular consultations with the AU Statistical Institute may be useful here. South-South cooperation and pooling of resources can also ensure effective delivery of expected outputs.*

- **Monitoring, evaluation and reporting:** RECs must put in place a process that would ensure the regular monitoring and evaluation of the implementation of the RSDS and reporting to Member States and partners. The monitoring and evaluation process should involve the assessment of the progress of planned activities and the achievement of objectives and expected outputs, the quality of work done and products obtained, timeliness and the use of resources. The results of this exercise, including lessons learned, can be used to modify operational procedures and take other corrective actions to improve implementation.

*SHaSA 2 has a 10-year action plan which will be monitored at quarterly, half-yearly annual and biannual intervals, followed by an external evaluation every two years and a final evaluation at the end of the programme's implementation in 2026. RECs are encouraged to prepare monitoring, evaluation and reporting frameworks that incorporate the SHaSA monitoring schedule for RECs (see Table 17). Regional statistical activity reports are to be submitted biannually to the AU Statistical Institute (STATAFRIC), which is the General Coordinator for the implementation of SHaSA 2. Regional Coordinators will consolidate national progress reports on the state of implementation of SHaSA 2 and submit such regional activity reports to STATAFRIC.*

*As suggested for the NSDS, a data dashboard may also be necessary here to support real-time monitoring of the RSDS implementation for key performance indicators that are related to the ACS and SHaSA 2.*

In order to ensure that these guidelines are being implemented by countries and RECs, it is important for the AUC, in collaboration with other Pan-African institutions, to put in place a process for reviewing new or updated NSDSs and RSDSs against the new guidelines so that adjustments or improvements can be made, where necessary.



## **ANNEX 1**

# **NSDS Implementation Status of African Countries, March 2018**

**ANNEX 1 / NSDS Implementation Status of African Countries, March 2018**

Country	Existing Strategy			Next NSDS		PRSP or National Development Plan
	Status	Name	Time Span	Status	Time span	Time span
<b>AFRICA</b>						
Algeria*	Implementation	Stratégie Nationale de Développement de la Statistique	2017-19	Not yet planned		2009-15
Angola*	Implementation	Plano Estatístico Nacional de Medio Prazo	2015-25	Not yet planned		2003-08
Benin	Strategy expired	Stratégie Nationale de Développement de la Statistique	2014-16	Planned	2017-20	2011-15
Botswana*	Implementation	Botswana Strategy for the Development of Statistics	2015-2020	Not yet Planned		2009-16
Burkina Faso	Implementation	3e Schema Directeur de la Statistique	2016-20	Not yet planned		2011-15
Burundi	Implementation	Stratégie Nationale du Développement de la Statistique	2016-20	Not yet planned		2010-15
Cabo Verde	Strategy expired	Agenda Estatística Para O Desenvolvimento	2012-16	Planned	2017-21	2008-11
Cameroon	Implementation	Stratégie Nationale du Développement de la Statistique	2015-20	Not yet planned		2010-20
Central African Republic	Strategy expired	Stratégie Nationale du Développement de la Statistique	2012-15	Being designed		2011-15
Chad	Strategy expired	Stratégie Nationale de Développement de la Statistique	2011-15	Planned	2017-21	2013-15
Comoros	Implementation	Stratégie Nationale du Développement de la Statistique	2015-19	Not yet planned		2015-19
Congo	Strategy expired	Programme pluriannuel de développement statistique	2011-15	Not yet planned		2012-16
Congo (Democratic Republic of the)	Implementation	Stratégie Nationale de Développement de la Statistique	2012/13 -17	Not yet planned		2011-15
Côte d'Ivoire	Strategy expired	Stratégie Nationale de Développement de la Statistique	2012-15	Being designed	2017-21	2012-15

Country	Existing Strategy			Next NSDS		PRSP or National Development Plan
	Status	Name	Time Span	Status	Time span	Time span
<b>AFRICA</b>						
Djibouti	Strategy expired	Stratégie Nationale de Développement de la Statistique	2011-15	Being designed	2016-20	2008-11
Egypt*	No Strategy			Being designed	2017-21	2007-12
Equatorial Guinea*	Implementation	Estrategia Nacional de Desarrollo de la Estadística	2016-20	Not yet planned		2010-20
Eritrea	Strategy expired	Master plan for development economics statistics	2010-14	Planned		2012-17
Ethiopia	Implementation	The Ethiopian National Strategy for the Development of Statistics	2015/16-2019/20	Planned		2015/16-2019/20
Gabon*	Strategy expired	Stratégie Nationale de Développement de la Statistique	2011-15	Planned		2010-25
Gambia	Strategy expired	Strategic plan for development of statistics in The Gambia	2006-2011	Being designed		
Ghana	Implementation	Ghana Statistics Development Plan	2017-21	Not yet planned		2010-13
Guinea	Strategy expired	Stratégie Nationale de Développement de la Statistique	2009-13	Planned	2017-20	2013-15
Guinea-Bissau	Strategy expired	Stratégie Nationale de Développement de la Statistique (ENDE)	2015-17	Being designed	2018-22	2011-15
Kenya	Strategy expired	KNBS Strategic Plan	2013-17	Being designed	2014-	2013-17
Lesotho	Strategy expired	National Strategy for the Development of Statistics	2006/07-2015/16	Being designed	2016/17-2020/21	2012/13-2016/17
Liberia	Implementation	National Strategy for the Development of Statistics	2018-22	Not yet planned	2015-	2008-11
Libya*	Implementation	National Strategy for the Development of Statistics	2018-2023	Being designed	2016-	No Strategy



**ANNEX 1 / NSDS Implementation Status of African Countries, March 2018**

Country	Existing Strategy			Next NSDS		PRSP or National Development Plan
	Status	Name	Time Span	Status	Time span	Time span
<b>AFRICA</b>						
Madagascar	Strategy expired	Stratégie Nationale de Développement de la Statistique	2007-17	Planned		2007-12
Malawi	Strategy expired	National Statistical System Strategic Plan	2013-17	Being designed		2011-16
Mali	Implementation	Schéma Directeur de la Statistique II	2015-19	Not yet planned		2013-14
Mauritania*	Implementation	Stratégie Nationale de Développement de la Statistique	2016-2020	Not yet planned		2011-15
Mauritius*	Strategy expired	National Strategy for the Development of Statistics	2007-12	Planned		2011-15
Morocco <sup>(13)*</sup>	No Strategy					
Mozambique	Implementation	Plano Estratégico do Sistema Estatístico	2013-19	Planned	2020 - 2024	2011-14
Namibia*	Strategy expired	Namibia Statistics Agency Strategic Plan	2012/13-2016/17	Being designed		2012/13-2016/17
Niger	Implementation	Stratégie Nationale de Développement de la Statistique	2017-21	Not yet planned	2017-21	2012-15
Nigeria	Strategy expired	National Strategy for the Development of Statistics				
Rwanda	Implementation	National Strategy for the Development of Statistics II	2014/15/2018/19	Not yet planned		2013-18
Sahrawi Arab Democratic Republic	No Strategy					
Sao Tome and Principe	Implementation					
Senegal	Implementation	Stratégie Nationale de Développement de la Statistique (SNSD) 2014-2019	2014-2019			
Seychelles	Implementation	NBS Strategic Plan	2014-2020	Not yet planned		2013-17



Country	Existing Strategy			Next NSDS		PRSP or National Development Plan
	Status	Name	Time Span	Status	Time span	Time span
<b>AFRICA</b>						
Sierra Leone	Completed, awaiting adoption	National Strategy for the Development of Statistics				
Somalia <sup>(13)</sup>	Completed, awaiting adoption	Somali National Strategy for the Development of Statistics				
South Africa <sup>(13)*</sup>	No Strategy					
South Sudan	Implementation					
Sudan	Implementation	National Strategy for the Development of Statistics				
Swaziland*	Implementation	Strategic Plan for Central Statistical Office	2016-2020	Not yet planned		2007-15
Tanzania (United Republic of)	Strategy expired	Tanzania Statistical Master Plan	2011/12-2018/18	Being designed	2017/18-	2010/11-2014/15
Togo	Strategy expired	Stratégie Nationale de Développement de la Statistique	2009-13	Being designed	2016-17	2009-11
Tunisia*	Implementation	Le Programme National de la Statistique	2016-2020	Not yet planned	2017-21	2012-16
Uganda	Implementation	Plan for National Statistical Development	2013/14-2017/18	Not yet Planned		2010-11-2014-15
Zambia	Implementation	Zambia NSDS	2014-2018	Planned		2011-15
Zimbabwe	Implementation	National Strategy for the Development of Statistics II	2016-20	Not yet planned		2011-15

\* Lower Middle Income countries, as defined by the OECD Development Assistance Committee List of Recipients of Official Development Assistance (<http://www.oecd.org/dac/stats/daclist.htm>). In order to facilitate trend analyses across all NSDS reports, the DAC list used is that of 2016.

These tables also include some Upper Middle Income Countries in order to report on the whole of the African continent.

(13) Data in PARIS21 report revised based on information received from the NSO.

**For existing NSDS**

Category	Definition
No strategy	There is no strategy in place.
Completed, awaiting adoption	An NSDS document has been completed but has not yet been adopted by the government.
Implementation	An NSDS document has been adopted by the government and is being implemented.
Expired	The existing strategy has expired.

**For next NSDS**

Category	Definition
Not yet planned	The process to design an NSDS has not yet started.
Planned	The process to design an NSDS has been initiated (e.g., roadmap) and funding is being sought.
Being designed	An NSDS is being designed with funding secured.
Completed, awaiting adoption	An NSDS document has been completed. Once approved, it will replace the existing NSDS.

Source: Reproduced from PARIS21 NSDS Progress Report, 2018 (see [www.paris21.org](http://www.paris21.org)).

## NOTES





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