

AfDB/UNECA/AUC

African Group on National Accounts

PROJECT DOCUMENT

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Geographical Focus: The African Continent

Project Title: **Regional Strategy for Implementation of the 2008 SNA in Africa**

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Donors: xxx

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Estimated Starting Date: May 2011

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Brief Description: The aim of the project is to adequately prepare all countries in this continent to adopt the 2008 System of National Accounts by 2015 through capacity building, institution strengthening, methodology development, and advocacy campaign,

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ACRONYMS

AfDB	African Development Bank Group
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
ASCC	African Statistical Coordination Committee
ASS	African Statistical System
AU	African Union
AUC	African Union Commission
BMGF	Bill and Melinda Gates Foundation
CEN-SAD	Community of Sahel-Saharan States
CoDG	Committee of Directors-General of African National Statistics Offices
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
EC	Executive Committee, the bureau for the RSTC
EASTC	Eastern Africa Statistical Training Centre
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ENEA	École Nationale d'Économie Appliquée
ENSEA	Ecole Nationale Supérieure de Statistiques et d'Économie Appliquée
EVA	Earned Value Analysis
FASDEV	Forum on African Statistical Development
FoC	African Friends of the Chair
GDP	Gross Domestic Product
GIS	Geographical Information System
GPS	Global Positioning System
HR	Human Resources
ICP-Africa	International Comparison for Africa
ICT	Information and Communication Technology
IDA	International Development Association
IGAD	Intergovernmental Authority on Development
ILO	International Labor Organization
INSEA	Institut National de Statistique et d'Économie Appliquée
ISEA	Institute of Statistics and Applied Economics
ISI	International Statistical Institute
ISSEA	Institut Sous-Régional de Statistique et d'Économie Appliquée
LSMS	Living Standard Measurement Survey
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics (MAPS)
MDA	Ministry, Department and Agency of government
MDG	Millennium Development Goals
MfDR	Managing for Development Results
NGO	Non Governmental Organization
NSC	National Strategy Coordinator
NSDS	National Strategy for the Development of Statistics
NSO	National Statistical Office
NSS	National Statistical Systems
OECD	Organization for Economic Co-operation and Development
PARIS21	Partnership in Statistics for Development in the 21st Century
REC	Regional Economic Community
RIS	Regional Implementation Secretariat

RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)
RSS	Regional Strategy Secretary
RSTC	Regional Steering Committee
SADC	Southern Africa Development Community
SHaSA	Strategy for the Harmonization of Statistics in Africa
SNA	System of National Accounts
SROs	Sub-Regional Organizations
SSPS	Sector Strategic Plan for Statistics
StatCom-Africa	Statistical Commission for Africa
STC	Statistical Training Centre
TA	Technical Assistance
TF	Trust Funds
TWG	Technical Working Group
UMA	Arab Maghreb Union
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSC	United Nations Statistical Commission
UNSD	United Nations Statistics Division
USD	United States Dollars
WB	World Bank

1. BACKGROUND INFORMATION AND JUSTIFICATION

1.1 Introduction and Background

The System of National Accounts (SNA) is a statistical framework that provides a comprehensive, consistent, integrated, and flexible set of macroeconomic accounts for policymaking, analysis, and research purposes. It can facilitate the assessment of economic status of a country and its changes over time. National accounts statistics are important for pinpointing deficiencies in performance and planning for development in countries. Therefore it is important to have a strategy for implementing the 2008 System of National Accounts (2008 SNA) for African continent.

The Regional Strategy on the Implementation of the 2008 SNA in Africa was designed as a joint effort involving stakeholders at national, regional and continental levels. The African Development Bank is the chair of the African Group of National Accounting (AGNA) that prepared the Strategy. The AGNA team included representatives from the African Union Commission (AUC), United Nations Economic Commission for Africa (ECA), Africa Development Bank (AfDB), Southern Africa Development Community (SADC), Common Market for Eastern and Southern Africa (COMESA), AFRISTAT, Arab Maghreb Union (AMU), Economic Community of West African States (ECOWAS), Africa Capacity Building Foundation (ACBF), Arab Republic of Egypt, Botswana, Cameroon, Congo, Gabon, Guinea, Kenya, Madagascar, Morocco, Namibia, Nigeria, Republic of South Africa, Senegal, Tunisia and Zambia.

At the fifth Meeting of the Committee of the Directors-General (DGs) of NSOs convened by AUC, AfDB, and ECA in Palais des Congrès de Yaoundé, Cameroon on 14-16 December 2010, to implement the 2008 SNA is one of the priority areas of statistics to be discussed and is considered as the first pillar of the “Strategy for the Harmonization of Statistics in Africa” (SHaSA). With the recognition that the success of regional and continental integration in Africa is contingent upon the production, analysis, and use of harmonized priority and high quality statistical information; to meet the needs and Africa’s integration agenda of Heads of State and Government of the African Union aiming to accelerate the integration for a prosperous and united Africa within the global economic system, it has become a consensus that SNA 2008 should be fully implemented, in support of producing quality statistics for Africa.

At its “Conclusions and Recommendations,” the DGs meeting call for the Pan-African Institutions and AGNA to conduct an additional evaluation of the status of production of national accounts and the capacity to implement the 2008 SNA; to prepare a common African project to implement the 2008 SNA for the 2011-2015 period; to organize a round table involving all countries to discuss the first draft of the project; to gear advocacy towards mobilizing financial resources to operationalize the 2008 SNA implementation strategy; to request directors-general to take necessary measures for the implementation of the strategy; and all parties should develop 2008 SNA advocacy material and disseminate these among all stakeholders for gaining ownership of the 2008 SNA.

The purpose of this ProDoc is thus to prepare such a common African project; to operationalize the Regional Strategy for the Implementation of the 2008 SNA; to reflect a clear linkage with the global and the overall umbrella for implementation of the 2008 SNA;

and to act as an action plan and a roadmap to mobilize human, capital, and technical resources to move forward the journey of the implementation of the 2008 SNA in Africa.

1.2 Problems/Issues to Be Addressed

There are many challenges confronting the compilation of National Accounts statistics in Africa. The major ones resulting from limited human, material, and financial means include inadequate coordination and statistical management, and problems of source data. The problem with the implementation of SNA is not restricted to the national statistical offices alone, but the entire national statistical system. Other challenges concern the inclusion of the informal sector in the National Accounts in a regular basis, as well as statistical training of the personnel in-charge of research and statistics in line ministries, agencies, and departments of government.

Consequently, the true size of the economy is not captured by the National Accounts in addition to the problems of delays in publication and dissemination due to poor state of technology (most operations are manually done and access to internet is not regular). On the size of the economy, few tables and accounts are produced, sometimes only value added based on limited coverage is available. The coverage cannot be ascertained for some countries; the industry and products nomenclatures are too aggregated and or based on outdated indicators. In some cases, only formal activities are partially covered and informal activities still have a big question mark. Institutional sectors are partially covered, for example, the non-profit institutions and civil societies, other levels of governance like state and local government, and aid agencies are not covered.

Because of the poor state of the technology and weak national statistical system timely data are not readily available and disseminated. Overall, the African National Accounts statistics are inadequate and non comparable across countries.

1.3 Project Justification

The elaboration for a complete, comparable, standardized, and timely disseminated National Accounts statistics has become imperative because of the current African need for economic integration and common currency, among other objectives. The growing globalization and Foreign Direct Investment also suggest for comparable and reliable statistics for adequate policies and decision making.

African countries agreed that the SNA constitutes the basis for the implementation of harmonized National Accounts statistics in the member countries. The SNA is a reliable basis because of the comprehensiveness of the tables and accounts recommended by the system. In addition, the SNA is consistent with all standard manuals for the compilation of monetary, fiscal, balance of payments and, external debt statistics. Because of the demands of the system, the implementation of SNA is a painful although rewarding exercise. Hence, the need to develop a reliable, credible, time bound, and realistic SNA implementation strategy and related action plan.

1.4 Stakeholders and Target Beneficiaries

All African countries are involved in the regional project. The continental bodies, the sub-regional economic blocks, and training institutions, as well as other development partners

interested in the implementation of the 2008 SNA in Africa will play an important role in this regional project.

The immediate target beneficiaries are the professional staff in NSOs, statistical offices in other line ministries working in the National Accounts and related supporting economic statistics, and statistical offices in RECs, who will gain technical and operational capacity strengthened for the conduct National Accounts statistics activities.

The flow of statistically valid National Accounts and economic statistical data generated by the project will benefit the policy and decision-makers of national, regional and continental government agencies and donor organizations and development partners. More comprehensive, reliable, and timely statistical data will be available for access and application in economic analysis, forecasting, and projection; for policy and programmes formulation, implement, monitoring, and evaluation; and thus to boost national economic development and growth and to accelerate the African integration process.

The ultimate target beneficiaries are people in this continent, including men, women, and children to benefit from the prosperous national economy and the united Africa market and economic system. High growth and speed development of economies are the foundation for poverty alleviation, food security, and better wellbeing of millions of individuals and families.

1.5 Past and Related Work

The following are a summary of some recent initiatives related to improving statistics with implications for economic statistics and National Accounts.

The Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF)

The RRSF was designed as a regional variant of the Marrakech Action Plan for Statistics (MAPS)¹. It was designed in line with recommendations in MAPS and incorporates many of the ideas from the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s (AAPA). The RRSF aims to contribute to improved development outcomes and good governance in Africa by guiding and accelerating sustainable statistical capacity building activities. It is built around three themes: meeting user needs, improving the management of statistical systems, and ensuring the sustainability and irreversibility of statistical development. Its goal is to raise societal awareness about the role of statistical information, increase user satisfaction by enhancing the quality and usability of statistical information, promote greater use of statistical information, and achieve synergy, cost-effectiveness, and sustainability in statistical information systems.

The RRSF was endorsed by the meeting of Directors of National Statistics Offices (NSOs) in Africa and the second Forum on African Statistical Development (FASDEV II)² held in Addis

¹MAPS was endorsed by the Second Roundtable on Managing for Results held in Marrakech, Morocco with the aim of improving national and international statistics in support of MDGs, The lead action of MAPS (there are six actions) for improving statistics is mainstreaming strategic planning of statistical systems, especially through the design and implementation of a National Strategy for the Development of Statistics (NSDS).

²FASDEV is a forum of national, sub-regional, regional, and international organizations that seek to strengthen cooperation for statistical development in Africa.

Ababa, Ethiopia in 2006 as well as the Conference of African Ministers of Finance, Planning and Economic Development held in 2007.

While the RRSF is a more general strategic framework for statistical capacity building in Africa compared with the Regional Strategy for the Implementation of the 2008 SNA, the principles, objectives, goals, mechanism, and means of the RRSF can and should be applied in the process of carrying out the latter and its action plan.

National Strategy for the Development of Statistics (NSDS)

The NSDS provides a country with a strategy for strengthening statistical capacity across the entire National Statistical System (NSS). It provides a vision for where the NSS should be in five to ten years time and sets milestones for getting there. It presents a comprehensive and unified framework for continual assessment of evolving user needs and priorities for statistics and for building the capacity needed to meet these needs in a more coordinated, synergistic and efficient manner. It also provides a framework for mobilizing, harnessing and leveraging resources (both national and international) and a basis for effective and results-oriented strategic management of the NSS.

The NSDS is the leading action point (there are 6 action points) of the MAPS and the overarching strategy of RRSF. Many African countries have designed the NSDS or are in the process of designing one. Statistics at PARIS21 indicate that 21 African are currently implementing a strategy (5 of whom are also designing their next NSDS), and a further 17 have either designed strategies that await adoption or are in the process of designing one. Even the two countries (Angola and Somalia) that have neither a strategy in place nor are designing one yet, both have expressed plans to design an NSDS in the near future (PARIS21, 2008).

The NSDS is a very important tool and vehicle for countries to ensure that National Accounts and related supporting economic statistics have been properly included and highlighted in its center of the NSS as one of the major areas and tasks to be planned for strengthening and development in the coming years.

African Statistical Coordination Committee (ASCC)

The ASCC was established in 2007 to coordinate and harmonize statistical activities among continental and regional organizations with significant statistical component in accord with the RRSF. Membership of the ASCC includes the AUC, AfDB, UNECA, the African Capacity Building Foundation (ACBF), AFRISTAT, and RECs. Its terms of reference include, among others, promotion of overall coordination, integration, and complementarity in statistical production and development; promotion and coordination of the implementation of the RRSF; ensuring that international recommendations are adapted to African conditions; fostering good practices; and following up on Statistical Commission for Africa (StatCom-Africa) recommendations. All the members of the ASCC have been working closely and will continue to play critical roles in design, development, and implementation of the Regional Strategy for the implementation of the 2008 SNA.

Statistical Commission for Africa

The Statistical Commission for Africa (StatCom-Africa) was established by the UN Conference of the African Ministers of Finance, Planning and Economic Development in April 2007 as the apex inter-governmental body in charge of statistics and statistical development in Africa. Its terms of reference include almost every aspects of coordination, collaboration, standardization, technical support, capacity building, institutional strengthening, as well as promotion, evaluation, and monitoring the developments of every stage from data collection, compilation, processing, analysis, to dissemination and various areas of the official statistics in this continent; advocating in favor of resource mobilization and technical cooperation in support of statistical development in Africa;

Members of the Commission are African countries represented by their heads of NSOs. The Commission meets every two years, a bureau conducts the business of the Commission when StatCom-Africa is not meeting. During its first meeting, StatCom-Africa established the following working groups: data management, development indicators, gender statistics, informal sector, National Accounts and statistical training.

Through StatCom-Africa working group, i.e. the African Group on National Accounts (AGNA), the status and progress of the implementation of the Regional Strategy for the Implementation of the 2008 SNA will continuously and periodically be reported to the StatCom-Africa and its Bureau for guidance and support.

The African Charter on Statistics

This Charter was adopted by the Assembly of Heads of State and Government of the African Union in February 2009. The Charter was developed by members of the African statistical system under the leadership of the AUC to serve as a legal instrument to regulate statistical activities and to serve as a tool for advocacy and development of statistics in Africa. The historic step taken by the decision-making organs of the AU to call for the elaboration of the Charter was triggered by the realization that deficiencies in statistical information in Africa were hampering Africa's development and integration processes. The Charter provides a timely and powerful legal instrument and advocacy tool for properly carrying out and implementation of this Regional Strategy in African countries and in the continent,

Strategy for the Harmonization of Statistics in Africa (SHaSA)

This continental effort developed under the leadership of the AUC, provides a framework for the production of timely, reliable and harmonized statistical information in support of Africa's integration agenda adopted by the African Heads of States and Government. The strategy was adopted by African Ministers of Finance and Economy in March 2010 and by Heads of States and Government in July 2010. As part of SHaSA implementation mechanism, a Committee of Directors-General of National Statistics Offices (CoDG) was established to provide overall guidance and serve as the Steering Committee for the implementation of SHaSA. As the first pillar of the SHaSA, the action plan and implementation of the Regional Strategy for the Implementation of the 2008 SNA is part of the implementation of the SHaSA as a whole.

1.6 Key Regional Players

A number of organizations in Africa play significant roles in statistical development in the continent. It is expected that these will take forward the execution of the regional project. The organizations include the following:

African Development Bank (AfDB)³

The AfDB is a multilateral development bank involved in the promotion of economic development and social progress in regional member countries (RMCs). Established in 1964, the Bank began operations in 1966. The Bank is an international organization specialized in development issues, in fruitful partnership with its 24 non-regional partners drawn from the Americas, Asia and Europe, and a vast network of development institutions.

The mandate of the African Development Bank is to “*contribute to the economic development and social progress of its regional members, individually and jointly*”, by contributing to poverty reduction efforts in its RMCs. The African character of the Bank emanating from its history and geographic specificity is strengthened by its shareholding structure, management and executive staff. The AfDB concentrates on Africa, enabling it to maintain close contact with its interlocutors everywhere in RMCs, and to demonstrate sensitivity to African problems and challenges in its programmes. Through its Statistics Department, the AfDB is contributing to the effective development of the statistical capacity and systems of its RMCs for the provision of timely and reliable data for policy formulation, implementation and evaluation as well as the monitoring of progress towards achieving the MDGs and Poverty Reduction Strategies.

Over the last several years, the AfDB has steadily intensified its statistical capacity building activities in African countries motivated by the need for reliable and up-to-date data for better measuring, monitoring and managing for development results. Its activities have, so far, focused on improving the availability and quality of data and on strengthening the institutional capacity of African countries with a view to producing these data. These efforts were further bolstered in September 2004, following the approval of a grant of UA 14.75 million, equivalent to US\$ 22 million, by the African Development Fund (ADF) Board of Directors to support the Bank’s program to strengthen statistical capacity in African countries within the context of the International Comparison Program for Africa (ICP-Africa)⁴. The program aimed at strengthening statistical capacity on the continent in order to meet urgent demand for reliable and timely data to support the monitoring of progress on the MDGs, poverty reduction strategies, the NEPAD initiative and the results agenda for development effectiveness. Under the ICP, a lot of statistical capacity was built through training including training organized by NSOs at country level (*for enumerators and supervisors*), and training of ICP coordinators and statisticians in seminars and workshops organized by AfDB at regional and sub-regional levels.

³Strategy for the Harmonisation of Statistics in Africa (SHaSA), AUC et al, 2010

⁴The International Comparison Program for Africa (ICP-Africa), 2004-2007, was part of the global International Comparison Program (ICP) launched in 1970 as a global statistical initiative to generate comparable price and expenditure data to facilitate cross-country comparisons of GDP and its sub-aggregates in real terms without price and exchange rate distortions. The 2005 round of ICP covered over 140 countries including 48 countries in Africa. In the previous ICP round of 1993, 22 African countries out of a total of 118 countries globally participated in the program.

At the request of RMCs to AfDB to scale up support to countries following the successful implementation of the statistical capacity program under ICP-Africa, the Board of Directors of AfDB approved in November 2008 an ADF Grant of UA 17.85 million, equivalent to US\$ 27.8 million to implement Phase II in 52 RMCs. The program mainly focuses on activities with regional public goods characteristics including (i) methodological development work to generate a statistical infrastructure and approach that fit the African environment; (ii) adaptation of international statistical standards to suit local conditions in RMCs and conducting training workshops on these standards; (iii) harmonization of data generation practices and standards to ensure comparability of data across RMCs and with the rest of the world; and (iv) training of country officials for strengthening statistical capacity.

Similarly, the bank has developed and manages databases on economic, social and development cooperation statistics in Africa in collaboration with the bank's RMCs as well as regional and international agencies such as the UNECA, the IMF, the OECD, the UN, and the World Bank. This makes the AfDB the primary source of relevant, reliable and timely data on African development processes, starting with the data generated from its current management of the Africa component of the International Comparison Program for Africa (ICP-Africa).

United Nations Economic Commission for Africa (UNECA)⁵

The UNECA was established by the Economic and Social Council of the United Nations (ECOSOC) in 1958. It is one of the UN's five regional commissions in the world and was the first international and continent-wide organization established in Africa. The UNECA has a dual character; it is a pan-African organization and a UN body that is best known for its independent thinking⁶. The chief mandate for the organization is to "*promote the economic and social development of its member states, foster intra-regional integration, and promote international cooperation for Africa's development*"⁷; and its strength derives from its role as the only UN agency mandated to operate in Africa at both continental and regional levels and to harness resources and bring them to bear on Africa's development priorities as set out by the AU. UNECA also plays a leadership role in UN inter-agency support to NEPAD as a strategic coordinator of the regional consultative meetings (UNECA, 2009).

In the last 50 years of its existence, UNECA's interventions in Africa have included research and knowledge production; policy analysis, articulation, development and advocacy; convening stakeholder meetings and building consensus around key development issues; and providing technical assistance and capacity building through advisory services to African countries and RECs. It has worked to honor the regional cooperation and integration obligations emphasized during the inauguration of the UNECA by the then UN Secretary General who, with remarkable foresight stated that, "*history was producing new States whose geographical boundaries were not likely to serve their economic growth efficiently. He urged African States to pursue economic integration which he felt could be one of the major objectives of UNECA*"⁸. UNECA has identified four main challenges facing Africa that need to be addressed. These challenges include achieving the MDGs (strategies to promote growth

⁵AUC, opt cit

⁶UNECA, ECA and Africa: Fifty Years of Partnership, 2009

⁷UNECA. Serving Africa Better: Strategic Directions for the Economic Commission for Africa, E/ECA/CM.22/2, May, 2000, Addis Ababa

⁸ECA and Africa: Fifty years of partnership, UNECA, 2008

and reduce poverty), integrating for development, benefiting from globalization and strengthening institutions and capacity development⁹.

Since its establishment, UNECA has carried out many activities and played a substantial role in increasing the African countries' statistical capacity and infrastructure. In particular, between 1970 and 1993, ECA, mainly through the regional cooperation programs and also through its regular program, assisted in developing capacity in various areas of statistical processes in African countries. The main regional cooperation programs, which were mainly funded by UNDP and UNFPA included:

- African Census Program (ACP),
- The African Household Survey Capability Program (AHSCP),
- The National Accounts Capability Program (NACP),
- The Statistical Training Program for Africa (STPA).

As part of a major exercise to restructure and reposition UNECA to serve Africa better, knowledge management and statistics were identified as special program priorities of the organization. The African Centre for Statistics (ACS) with division status was established in August 2006 to implement UNECA's statistical program. The work of ECA focuses on Statistical advocacy (e.g. enhanced celebration of African Statistics Day); reforming National Statistical Systems to enhance the credibility and believability of official statistics; improving data sources by mobilizing Africa to participate in the 2010 Population and Housing Census and strengthen their civil registration and vital statistical systems through the annual Africa Symposium on Statistical Development (ASSD); production of guides in different areas of statistic; capacity building through training workshops, technical assistance/ advisory services and promoting statistical planning - National Strategy for the Development of Statistics (NSDS); data management including development of a regional statistical database (extended to RECs and countries), development of African Integrated Census Microdata portal containing anonymized census microdata samples, etc; Inter-governmental processes (Secretariat of the StatCom-Africa); knowledge platform for sharing knowledge, best practices and experiences (publishes the African Statistical Newsletter); and promotes partnerships for statistical development to avoid duplication and to complement each others' work.

In recent years, technical resources and capacity of ECA in the area of Economic Statistics and National Accounts have been substantially strengthened: for example, a Senior Regional Advisor is specialized in the area of NSDS, which is a key planning tool for the implementation of SNA in countries. Another Senior Regional Advisor is working on the project on Informal Sector Satellite Accounts & Employment Matrix to improve calculation and compilation of basic data for National Accounts. There is a newly established ECA-ACS Economic Statistics and National Accounts Section. The ECA-ACS Data Management Team with both professional and supporting staff members and newly recruited professional staff with specialty and expertise in population and housing censuses, civil registration, and socio-economic statistics are ready to support data collection, compilation, and dissemination for National Accounts and supporting economic statistics.

As the UN regional arm, UNECA will take up more activities to play the important role of coordinating and monitoring the implementation of the 2008 SNA on the regional level with a

⁹*Ibid*

network with other UN agencies and partnership with member countries: Making assessment of the country situation and statistical development; evaluation of the impacts from moving to SNA 2008; monitoring and reporting actions at the regional and sub-regional levels; coordinating the development of statistical standards and settings; and provide capacity building and technical assistance to Member States in the 2008 SNA and supporting economic statistics as well as support the implementation of the work plan of the ICP-Africa 2011 National Accounts components.

African Union (AU)

Since its launching in 2002 as the leading integration institution, the AU is working for the creation of the African Economic Community, based on RECs as pillars of the integration process. The vision of the continental organization is to create "the United States of Africa that is integrated, prosperous, fair, well managed and peaceful, sustained by its own citizens and constituting a creative and dynamic force on the international stage." Achieving this noble objective should enable Africa to participate actively in the global economy by simultaneously making efforts to solve multifaceted social, economic and political challenges it faces.

The African Union Commission (AUC) is an active member of the African Statistical Coordination Committee (ASCC). It has a Statistics Unit within the Department of Economic Affairs which, in recent years, has provided leadership in formulating two important statistical initiatives, namely the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa. These initiatives were described above.

Regional Economic Communities (RECs)

These RECs group work together with individual countries for purposes of achieving greater economic integration and development. Currently, there are eight RECs recognized by the AU, each established under a separate regional treaty. They are: the Arab Maghreb Union (UMA), the Common Market for Eastern and Southern Africa (COMESA), the Community of Sahel-Saharan States (CEN-SAD), the East African Community (EAC), the Economic Community of Central African States (ECCAS), the Economic Community of West African States (ECOWAS), the Intergovernmental Authority on Development (IGAD) and the Southern Africa Development Community (SADC). RECs are described as the "building blocks" of the African Union and are also central to the strategy for implementing the NEPAD, Africa's blueprint for development in the 21st century.

Sub-Regional Organizations

These mainly include Afristat (Economic and Statistical Observatory for Sub-Saharan Africa) and Statistical Training Centres (STCs).

Afristat was established in 1993 to contribute to the development of the economic, social and environmental statistics in 19 African member states mostly French-speaking countries¹⁰. It is mainly engaged in the harmonization of concepts, standards, and methods in the areas of

¹⁰ Afristat member states include Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, the Comoros, Congo, Côte d'Ivoire, Gabon, Guinea, Guinea Bissau, Equatorial Guinea, Mali, Mauritania, Niger, Senegal, Chad and Togo.

National Accounts, price and the informal sector statistics. Some Strategy activities of the Regional Strategy for Implementation of the 2008 SNA can be implemented in the Afristat region through Afristat.

A number of statistical training centers (STCs) were established mainly by the United Nations initially in Francophone Africa in the early 1960s followed by those in Anglophone Africa in the late 1960s and in the 1970s¹¹. Some of these centers had a regional character i.e. serving a group of countries and some were national institutions. To ensure a continuous supply of qualified personnel for NSOs, the UNECA with funding from UNDP established in 1978 the Statistical Training for Africa (STPA). Eleven centers were selected to participate in the STPA because they had a regional character and they offered practical training in statistics. These centers have trained a large number of statistical personnel at all levels. In addition, many Universities and other training institutions in many African countries now include statistics in their curricula.

Under its statistical capacity building program, the AfDB has been assisting six (6) Statistical Training Centres (STCs) initially in context of implementation of the ICP-Africa training component. The Centres are: Ecole Nationale Supérieure de Statistiques et d'Economie Appliquée (ENSEA) (Abidjan-Cote d'Ivoire), Institut National de Statistique et d'Économie Appliquée (INSEA) (Rabat-Morocco), Institut Sous-Régional de Statistique et d'Economie Appliqué (ISSEA) (Yaoundé-Cameroon), École Nationale de la Statistique et de l'Analyse Economique (ENSAE) (Dakar-Sénégal); Institute of Statistics and Applied Economics (ISAE) (Kampala-Uganda), and Eastern Africa Statistical Training Centre (EASTC) (Dar Es Salaam-Tanzania).

As described in the Regional Strategy for the Implementation of the 2008 SNA, the AUC will play a leadership advocacy role in the field of statistics. The AfDB and UNECA will ensure that the high ranking authorities of the respective institutions in their jurisdiction, list the strategies and priority activities for the implementation of this strategy. The Regional Strategy and Project must be financed and supported by an active advocacy at continental, regional and national levels. As endorsed by the fifth Meeting of the Committee of the Directors-General (DGs) of NSOs in Yaoundé, Cameroon last December, the AfDB, AUC and UNECA were requested to appoint AGNA coordinators respectively with the coordinator at AfDB being the lead regional coordinator of AGNA; RECs were requested to appoint sub- regional coordinators at their level; the AGNA was to be expanded to include membership of all African countries, and to be raised into a permanent working group on National Accounts like the inter- secretariat working group on National Account at the global level; and the AfDB AUC, and UNECA were mandated to directly invite AGNA members to the AGNA meetings.

2. PROJECT FRAMEWORK

2.1 Impact, Outcome, and Immediate Objectives

2.1.1 Goal and Impact

The overall development objective of the Regional Strategy and Project to be achieved are the adoption and implementation of the 2008 System of National Accounts (2008 SNA) by all

¹¹J.P.M. Ntozi, Training of African Statisticians at professional level, Journal of Official Statistics. Vol.8, No. 4, 1992.

African countries. By doing so, the Regional Strategy and Project will contribute to the provision of National Accounts and Economic Statistics for macroeconomic analysis and the designing, making, and monitoring of macroeconomic policies and decisions by all African countries and at the regional and continent levels.

2.1.2 Purpose and Outcome

The medium-term objective of the Regional Strategy and Project to be achieved is by the end of the Project to enable all countries in this continent to be adequately prepared to adopt the 2008 SNA by 2015 as a direct consequence of the immediate objectives and outputs produced through methodology development, capacity building, institution strengthening, and advocacy campaign.

2.1.3 Immediate Objectives

There are nine immediate objectives or the expected accomplishments of the Regional Project as follows:

- (1) A Regional ProDoc and the implementation plans for the Regional Strategy prepared.
- (2) An African System of National Accounts (ASNA) established that is appropriate to the socio-economic realities in Africa.
- (3) ICP-Africa carried out as capacity-building tools for National Accounts.
- (4) Availability and quality of the basic data required for the compilation of National Accounts improved.
- (5) An optimal and efficient operational system for National Accounts production and dissemination achieved.
- (6) Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.
- (7) Human, material, financial, and technical resources in National Accounts in the National Statistical Systems increased.
- (8) Advocacy at all decision-making levels launched.
- (9) Monitoring, evaluation, and reporting conducted.

Here are some of the descriptions and clarifications on the above objectives and the expected accomplishments of the Regional Project.

- The African System of National Accounts (ASNA)
 - As mentioned above, the aim of the Regional Strategy and Project is to equip the continent with the capacity to develop National Accounts in accordance with international standards, taking specific realities into account, as the development levels of the different African countries vary. During the implantation of the Regional Strategy, the Project will take into account of the regional and national concerns and specificities and address these issues in the documents of the so-called the African System of National Accounts to help African countries to adopt the 2008 SNA without prejudice to the necessary development of the National Accounts according to international standards.
 - To reflect the socio-economic environment in Africa and by taking into account the specific realities, concerns, and related issues in this continent, it doesn't mean that the

ASNA is going to divert from the 2008 SNA, rather it will be handy manuals and handbooks to help African countries to overcome the difficulties in the process of data collection and processing for the compilation of related tables and accounts as in the 2008 SNA.

- Furthermore, the African system of National Accounts, which will be an indicative conceptual framework, should bring about the development of regional systems of National Accounts (e.g. for RECs), for the benefit of the expected regional integration by supporting the implementation of regional strategies of statistical development, the calculation of macro-economic aggregates at the regional level. Their adaptation at a national level will be certainly easier and more advantageous for each REC's member states.
- Information sources will be listed and the data collection system will be assessed. Each country must have its own national account surveys guidelines, the framework of which will be defined by the AGNA. A system for updating and making forecasts of statistical surveys for the improvement of National Accounts results (at least the main variables) will be set up, to help the countries make relevant macro-economic estimates /forecasts, respecting the African schedule of publication of National Accounts.
- In addition to routine statistical surveys, it would be preferable to use administrative sources, in order to have full information at reasonable costs.
- The implementation of the 2008 SNA will imply the use of updated international statistical systems. At this point, it is important to make sure that data processing related to these statistics is improved through the use of new methodologies, and to take African specificities into account when establishing bridge tables between these statistics and the 2008 SNA tables.
- It is expected that new versions of international classifications will be used and be adapted to African socioeconomic realities.
- These procedures of data processing, methodologies, bridge tables, and adapted and adopted classification systems will be recorded and documented as part of the ASNA. Accordingly, besides other issues and topics, the ASNA will include the following subjects:
 - o A system of ordinary structural socio-economic surveys required for improvement of National Accounts;
 - o Administrative records and data for National Accounts;
 - o Other international statistical system (balance of payments, budget statistics, financial statistics, etc) for the improvement of National Accounts;
 - o International classifications adapted to African socio-economic realities.
- There is a need for the development of concepts and definitions, the development of methodological notes and their dissemination through workshops and seminars.
- The ASNA will evolve by integrating the changes of the African economies into its framework. Mechanisms of revisions and adaptation will be developed. For example, the periodic revision of ASNA will have to be agreed to.

- The ICP-Africa and the National Accounts Capacity Building
 - The link between ICP-Africa and National Accounts is clear insofar as all the participating countries share the view that ICP has brought about a substantial improvement in the field of economic accounts (e.g. classifications, coverage, registers, non-profit institutions serving households accounts, etc).
 - As the SNA is the central framework of the International Comparison Program, Africa must build up National Accounts capacity during each ICP-Africa round. Just like the previous versions of the SNA were used as framework in the former ICP Rounds, the 2008 SNA has to play the same role for the next ICP Rounds even though 2011 ICP Round will still be based on the 1993 SNA.
 - The ICP methods can be a major tool for the African continent to produce quality macro-economic aggregates and test their validation. Thus, African countries must be determined to produce National Accounts and price statistics data required to compute purchasing power parities on an annual basis.
 - To ensure the sustainability of ICP and to integrate the activities of ICP into all routine activities in their national statistical systems requires that African countries must have sufficient capacity to implement the framework and its adaptation to statistical systems at continental, regional and national levels.
 - For compilation of PPPs at a national level, emphasis must be put on:
 - The development of sub national consumption expenditure estimates;
 - The sub national distribution of population data;
 - The determination of sub national product lists and a common national list;
 - The reconciliation of objectives of ICP surveys with those of national consumer price index surveys;
 - The exchange rate at sub national level; and
 - The necessity to collect and compute average prices of national products at sub national level on a yearly basis.
 - In addition to PPPs, macroeconomic accounts at sub national levels should be compiled.
 - The Regional Economic Communities will primarily focus on:
 - The determination of a common list of products between countries of the same region;
 - The validation of national accounts at regional level; and
 - The choice of appropriate ICP method at regional and continental levels.
 - It is consequently planned to develop a method for computing PPPs at national, regional and continental levels, taking into account the above elements. There is a very strong demand from RECs and countries to adapt methods of calculating Purchasing Power Parities.

- Considerations for National Accounts Production and Dissemination:
 - One of the quality dimensions relate to timeliness of results, and for this purpose, yearly production periods should be agreed upon, for each version of National Accounts. For example, the first version of the accounts of year n could be delivered in June of the year (n+1), the second version in December of the year (n+1), and the third in July of the year (n+ 2). This schedule will reduce data conflicts between various producers and users. A standard designation will therefore have to be agreed upon.
 - The National Accounts production process should include validation at national, regional and continental levels. Therefore, National Accounts validation criteria should be set up.
 - Considering that not all the proposed SNA tables can be compiled by all African countries, standard tables compatible with each category of countries will be prepared. The categorization of African countries according to the level of development of their national statistical systems and/or the size of their economies will therefore be taken into account during the implementation of 2008 SNA. This is understandable insofar as it may not be significant for all countries to use detailed classifications. On the other hand, that may add unnecessary work to the National Accounts teams.
 - Countries categorization will be carried out by the AGNA, as well as the standard tables list (including the level of detail required for classifications) which will be worked out by each group of countries.
- Training and Capacity Building for National Accounts Human Resources in Africa
 - Africa must build a conducive environment for the production of National Accounts, including competent personnel, appropriate use of technology, access to required data, etc. The primary drive is to conduct short term training intended for the national experts as well as to improve the training programs of statistical schools and universities, so as to introduce modules adapted to the implementation of the 2008 SNA. The modules in both training could be linked to concrete cases such as the treatment of the Balance of Payments in National Accounts.
 - Africa should have a great number of qualified continental advisers in order to extend a training program on the different aspects of national accounting, including computer literacy. These continental advisers will also be responsible for helping the regional organizations and the regional member states to effectively fit the various aspects of ICP into their national accounting work.
 - Every year, students will carry out training courses on National Accounts at statistics national offices, the objective being to make up for the insufficiency of human resources in some countries, and to become qualified executives.
 - It is necessary to define a training program (on national accounting) which could be used within the framework of a specialization in this field. This should pave the way to the recognition of a national degree on national accounting and, finally, to a national accountant professional body. This could help direct/attract young graduates

from universities and colleges, if that professional body of national accountants is recognized by the different African countries. Considering the scarcity of national accountants, this is an important advocacy activity to carry out at African governments' level.

- It is also expected to establish a post graduate Institute of National Accounts which would train highly qualified senior officers whose qualifications are acceptable in regional member countries and internationally. This institute would train bilingual experts (English-French) and, afterwards, it would extend its training programme by including other United Nations languages. The emphasis will be on management and data processing. This institute could be hosted by an African country or a continental institution. In the interim there is a need to identify an already established training center within an African institution that will adequately address the objectives of training in National Accounts as indicated above.
- It is important to organize training modules on economic accounts analysis. This approach will also be introduced into universities and statistical training centers. Furthermore, the improvement of the analytical capacity of national accountants should relate to wider fields like good governance and management.
- It is not easy to advocate for the African national accountants. A reorganization aiming at a better promotion of this profession is essential. Therefore, in addition to the above mentioned training activity, it will be necessary to create the African National Accountants Network (ANAN). A website can be used as the forum for African national accountants to communicate and exchange professional and technical issues. .
- The ANAN will be expected to promote in this respect, by all its members, of good practices and the deontology. It will encourage information exchange between all African national accountants and should be able to promote its members at regional and international levels, so as to enhance the value of the National Accounts work carried out in Africa. The main purpose is to make it possible for all the countries to participate and interact, so that a maximum number of countries can implement the 2008 SNA by the end of the program.
- With regard to human resources, it is expected that African solidarity plays an important role. In other words, no African country should feel relieved of her duties as long as there will be a country in the Africa region that still has not implemented the 2008 SNA. It will thus be advisable to mobilize African experts (national accountants, other statisticians, data computer scientists and specialists, etc) in different sub-regional, regional, and international institutions, so that they actively take part, according to their field of specialization, in the implementation of this strategy for the benefit of the continent.
- Furthermore, the transfer of know-how regarding National Accounts will be based on Afro-African and south-south co-operation.
- Mobilization of Capital, Financial, and Material Resources
 - Just like the human resources consigned in the directory of focal points prepared by the AfDB, an inventory of material and financial resources will be made and

considered a pool designed for creating a synergy and supporting the demands of countries and the different sub-regions.

- Appropriate financing is required, with significant contributions by African countries themselves. They may participate either through direct financing or through the African statistics funds that is intended as the African Statistics Charter implementation instrument.
- Importance of Advocacy Campaign
 - One of the lessons from previous attempts to implement the former versions of the System of National Accounts is that no significant result can be obtained without an active and coherent advocacy strategy, particularly addressing Heads of State and Government, the members of Parliament, the Ministers of Finance, Planning and Economy, Governors of Central banks, the Civil Society and Development Partners.
 - The advocacy must address all governance segments in each country, and become an important component of the national strategy of economic and statistical development. Thus, more than in the past, advocacy must be a promotion and supporting activity during the implementation of the Strategy in Africa.

2.1.4 Outputs and Activities

The outputs and corresponding activities are the following:

Objective 1: A Regional ProDoc and the implementation plans for the Regional Strategy prepared.

- Output 1.1: Strategy implementation plan (Regional ProDoc) launched.
 - Activity 1.1.1: Assess further and in-depth National Accounts Status and Capacity Assessments of all African countries.
 - Activity 1.1.2: Launch the implementation Plan for the African Strategy and aligned with Global strategy.
- Output 1.2: Strategy implantation, governance, coordination structures including M&E system at the continental level established and operational.
 - Activity 1.2.1: Establish Strategy implementation and governance structures at the continental level including M&E system.
- Output 1.3: Appropriate structures for National Accounts statistics at national level including coordination structures established and operational.
 - Activity 1.3.1: Establish or strengthen existing structures for National Accounts statistics at national level including coordination structures.
- Output 1.4: Resources are mobilized and allocated for strategy implementation.
 - Activity 1.4.1: Mobilize and allocate resources for Strategy implantation.
- Output 1.5: Advocacy materials produced and used by countries.
 - Activity 1.5.1: Promote use of National Accounts statistics and empower users to effectively use them in their work.

Objective 2: An African System of National Accounts (ASNA) established that is appropriate to the socio-economic realities in Africa.

- Output 2.1: The African System of National Accounts (ASNA) developed.
 - Activity 2.1.1: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.
 - Activity 2.1.2: Develop bridge tables between questionnaires and the 2008 SNA tables.
 - Activity 2.1.3: Develop conceptual and methodological notes and practical guidebooks (including quarterly accounts).
 - Activity 2.1.4: Develop the ASNA.
- Output 2.2: The ASNA made dynamic and institutionalized.
 - Activity 2.2.1: Adapt the ASNA at sub-regional and national levels.
 - Activity 2.2.2: Determine the periodicity for updating the ASNA.

Objective 3: ICP-Africa carried out as capacity-building tools for National Accounts.

- Output 3.1: ICP-Africa adopted as the basis for routine National Accounts activities.
 - Activity 3.1.1: Publish and apply the GDP breakdown methodology for the ICP-Africa 2011 Rounds.
 - Activity 3.1.2: Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.
 - Activity 3.1.3: Provide technical assistance to the ICP-Africa 2005 non-participating countries.
 - Activity 3.1.4: Provide technical assistance to Fragile States and Small Developing countries.
- Output 3.2: A system for annual production of macro-economic aggregates and price statistics for PPP calculation developed and established.
 - Activity 3.2.1: Develop product lists for each Regional Economic Community (REC).
 - Activity 3.2.2: Enhance the validation of GDP expenditures and National Accounts for each REC member countries.
 - Activity 3.2.3: Produce PPP for each REC and at the continental level.
 - Activity 3.2.4: Develop and publish an African annual report on GDP breakdown into basic headings.

Objective 4: Availability and quality of the basic data required for the compilation of National Accounts improved.

- Output 4.1: A system of ordinary structural socio-economic surveys developed.
 - Activity 4.1.1: Evaluate data sources required for the production of the 2008 SNA.
 - Activity 4.1.2: Develop statistical surveys required for improvement of national accounts.
 - Activity 4.1.3: Develop practical guidebooks on statistical surveys for the improvement of national accounts (collection of data).
 - Activity 4.1.4: Develop practical guidebooks for updating statistical survey results for the improvement of national accounts (series of variables, etc), and making forecasts of key variables (use of data).

- Output 4.2: Administrative data promoted and developed.
 - Activity 4.2.1: Make an inventory of administrative data sources required for national accounts compilation.
 - Activity 4.2.2: Develop a guidebook on processing data from administrative sources in national accounts.
- Output 4.3: International statistical systems (balance of payments, budget statistics, financial statistics, etc) for the improvement of national accounts improved.
 - Activity 4.3.1: Develop bridge tables between international statistical systems and 2008 SNA national accounts (link global and national).
- Output 4.4: International classifications to African socio-economic realities adapted.
 - Activity 4.4.1. Develop classifications at regional and sub-regional levels, and adapt at national level.

Objective 5: An optimal and efficient operational system for National Accounts production and dissemination achieved.

- Output 5.1: National Accounts prepared in accordance with a timeline respects the national, sub-regional and regional requirements.
 - Activity 5.1.1: Establish calendar for the publication of National Accounts in Africa.
 - Activity 5.1.2: Enhance National Accounts' validation processes at REC and regional levels.
 - Activity 5.1.3: Adopt the type (version) of National Accounts, i.e. preliminary, provisional, and final figures.
- Output 5.2: Production of National Accounts optimized and rationalized.
 - Activity 5.2.1: Group countries according to the kind of accounts to be developed and produced.
 - Activity 5.2.2: Establish tables to be published by group of countries.
 - Activity 5.2.3: Work on the 2008 SNA classifications as regards groups of countries.

Objective 6: Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.

- Output 6.1: Modern IT tools for compiling, processing, and analyzing statistical information adopted.
 - Activity 6.1.1: Utilize modern and country-adapted IT tools.
- Output 6.2: Training in National Accounts improved.
 - Activity 6.2.1: Develop training programs in National Accounts.
 - Activity 6.2.2: Develop training specimen modules and tools.
 - Activity 6.2.3: Develop National Accountant's profile.
 - Activity 6.2.4: Create a postgraduate National Accounts Institute.
- Output 6.3: National accountants' capacities improved.
 - Activity 6.3.1: Organize training workshops and seminars.

Objective 7: Human, material, financial, and technical resources in National Accounts in the National Statistical Systems increased.

- Output 7.1: African National Accountants Network created.
 - Activity 7.1.1: Create the African National Accountants Network (ANAN).
- Output 7.2: A team of continental advisors in National Accounts set up.
 - Activity 7.2.1: Set up a team of continental advisors in National Accounts.
 - Activity 7.2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.

Objective 8: Advocacy at all decision-making levels launched.

- Output 8.1: An active and operational advocacy developed.
 - Activity 8.1.1: Prepare advocacy tools and organize the advocacy at various levels of government up to the Head of State.
 - Activity 8.1.2: Organize advocacy at continental, sub-regional, and national levels.

Objective 9: Monitoring, evaluation, and reporting conducted.

- Output 9.1: Monitoring, evaluation, and reporting conducted.
 - Activity 9.1.1: Develop manual on monitoring the implementation of the 2009 SNA.
 - Activity 9.1.2: Develop standard frame for reporting (country, RECs, and continent).

2.2 Performance Indicators

The following are the major indicators to validate and monitor achievement of interventions and results of the Project's performance:

- A conceptual note on updating the ASNA.
- Annual continental report/publication of ICP National Accounts data.
- Appropriate computers and specialized software adopted.
- Blueprints on administrative data for National Accounts.
- Blueprints on international classifications adapted to Africa.
- Blueprints on other international statistical systems adapted to Africa.
- Blueprints on statistical surveys for National Accounts.
- Core ANGA team members designated.
- Document of ASNA ready.
- Document on National Accountant's profile.
- Existence of functioning strategy implementation structure at the continental level and regular production of monitoring and progress reports.
- Legal documents related to creation of a National Accounts Institute.
- List of accounts for each group of countries.
- List of classifications for each group of countries.
- List of countries by groups.
- Methodological notes
- National calendars, RECs calendars, and regional calendars adopted.
- Number of countries adopting and routinely applying the recommended methodology.

- Number of countries adopting the recommended methodologies and institutional settings, applying advocacy materials, conducting advocacy campaign, and undertaking and participating in the capacity building activities.
- Number of countries formally undertaking statistical advocacy in the National Accounts sector.
- Number of countries having integrated ICP work in the National Accounts activities
- Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements.
- Number of countries production of National Accounts optimized and rationalized.
- Number of countries with coordination arrangements for National Accounts statistics.
- Number of countries with increased publication and dissemination of National Accounts statistics by following the standards of the 2008 SNA.
- Number of data validation sub-regional and regional working groups.
- Number of Fragile States and Small Developing Countries participating in ICP-Africa.
- Number of ICP-Africa 2005 non-participating countries assisted.
- Number of persons trained.
- Number of sub-regional working groups on National Accounts and on GDP breakdown in basic headings validations.
- Product list per REC and product list per country.
- Publications on PPP in line with sequence of National Accounts publications.
- Resources mobilized, secured, and allocated.
- Series of AGNA meetings held.
- Standard programs and modules on training National Accountants.

Sources for majority of the above indicators are the Project Progress Reports prepared periodically.

2.3 Resources Requirements

The total budget for the Regional Strategy and Project for a period of five years is estimated to be around 86 million United States dollars, that included 30 million for the creation of the postgraduate institute for national accounts and 56 million for the financing the activities under the strategic objective and monitoring and evaluation.

The cost for establishing the postgraduate institute for national accounts was estimated based on the average of two institutions that were recently established in the region. The breakdown of total cost into costs for strategic lines and activities was based on the AGNA knowledge, experiences, and assumptions.

The source funding should be mobilized at the country, sub-regional, and the continental level.

2.4 Risks and Assumptions

Important risks (and corresponding risk descriptions) that could jeopardize the realization of the Regional project outcomes and related mitigating measures that would minimize their impact on the success of the plan are identified and presented in the following table. In addition, a risk management framework was proposed to ensure that risks are monitored and controlled. The framework entails identification of new risks, registering them, analyzing them and providing a response.

Table 1: Risks and Mitigating Measures

Risk drivers	Description/Discussion	Mitigating measures
1. Donor coalition risks		
1.1 Unsustainable donor commitments	The donor commitment to fund parts of the regional project may not be sustainable along the whole life of whole regional project cycle.	- To organize and implement the Strategy by phase and groups of countries.
1.2 Mobilization and securing all funds required to cover regional project cost	It may not be easy to mobilize in a timely manner the total funds required to complete the regional project.	- Strong advocacy among all potential donors.
1.3 Large regional project size	The regional project is covering all the African countries and RECs with four implementation components including cross-cutting activities.	- Implementation components may be funded as standalone sub-regional projects. - To organize and implement the Strategy in phases and by group of countries.
2. Regional project management risks		
2.1 Problems to coordinate the regional project	Some tasks of this important Strategy will be executed in parallel or some after others by different structures (AfDB, AUC, and UNECA). This requires a transparent and coherent coordination and management arrangements.	- The Regional Strategy Coordinator to be assisted by a Technical Coordinator and support staff.
2.2 Weak M&E system at country level	At country level, the M&E system does not always exist or operate efficiently.	- To assist countries to develop and implement an M&E system.
2.3 Weak risk management system	If all possible risks are not regularly monitored, evaluated/controlled, and mitigated, they may compromise the success of the regional project.	- To put into place an operational risk management plan. - To ensure that related regular reports on the progress made are issued and discussed with the senior management, and the mitigating measure executed.
2.4 Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement	The planning may have underestimated some required resources. Or disbursement of some resources may be delayed.	- To revise regularly the budget and work plans. - To ensure timely disbursement of all required resources.
2.5 Possible weaknesses of RECs/SROs	Some leading organizations in countries and/or RECs/SROs may not have the capacity to support the regional project activities as planned.	- To identify the capacity of each of them and assist them accordingly. The establishment of RECs/SROs profiles will help.
2.6 The regional project schedule and cost overruns	The volume of activities to be implemented may be too ambitious while required funds and other resources are not made available and timely.	- To monitor closely the adherence to the implementation plan schedule and ensure that required funds are made available in a timely manner. - To include appropriate management reserve tasks on the schedule of technical components.

The risk management will be kept dynamic throughout the whole regional project life cycle. A Risk Log of all the unresolved problems and risks associated with the problems which may arise during plan implementation will be maintained in order to keep them tracked and maintain control over them. Residual risks and/or their changes in terms of probability of occurrence and magnitude of impact will be kept updated while new risks will continuously be identified, analyzed and recorded into the risk register (see figure below).

The assumptions, however, are basically the conditions needed to achieve results after the risks have been managed. For this reason, they have been defined for each activity and included within the logical framework (see Annex I).

3. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

3.1 Institutional Framework and Coordination Arrangements

The implementation of the 2008 SNA will follow a coordination mechanism chart in line with the Reference Regional Strategy Framework (RRSF) for Statistical Capacity Building in Africa. Consequently, as it may be the case for the implementation of the other domains created by StatCom-Africa, the continental coordinators of the Strategy are: AfDB, AUC and UNECA.

The regional governance structure will, inter alia, execute the regional project, allocate resources, monitor implementation, assess and report on progress made. It will make use of existing arrangements, processes and structures at regional and national levels and hence avoid the creation of new structures and heavy use of resources.

A Regional Steering Committee (RSTC) will be established as the decision-making body of the Project. The Committee which includes both users and producers of statistics will be under high level stewardship of the Deputy Executive Secretary of ECA as its chairperson.

The responsibilities for the RSTC include:

- Providing policy oversight and guidance on the regional project.
- Overall coordination and accountability of the regional project.
- Approving the overall work plan.
- Providing overall management of the implementation action plan.
- Resource mobilization.
- Reporting progress to StatCom-Africa and to the CODGS.

It will comprise members of African Statistical Coordination Committee (ASCC) (AfDB, AUC, ACBF, ECA), African Friends of the Chair of the UN Statistical Commission (Morocco, Uganda, Ethiopia, Senegal), Chair of StatCom-Africa (South Africa), Regional Coordinators of the African Group on National Accounts (AGNA), Statistical Training Centres (1 representative), National Statistical Office (2 representatives), Economic Research Institutions (1 representative), UNSD and donors (e.g. World Bank, DFID, USDA and Bill and Melinda Gates Foundation). The RSTC will hold one regular meeting each year.

An Executive Committee (EC), a smaller body of three principal organizations (AfDB, AUC and UNECA) will act as the bureau for the RSTC. The EC will be expected to meet more frequently and get things done on behalf of the Regional Steering Committee.

A Regional Implementation Secretariat (RIS) will be established at ECA. AfDB and AUC, and in particular, the Regional Coordinators of the AGNA will be members of the Secretariat. Other members will be the Regional Implementation Secretary, National Accounts Regional Advisors, a Finance Officer, an M&E Officer, and an Administrative Assistant. The responsibilities of the Secretariat will include, inter alia, mobilizing and allocating resources, and monitoring, evaluating and reporting on Strategy implementation. The Secretariat will report, through ECA, to all of the African and global stakeholder organizations, as well as to the donors.

Regional Economic Community (REC)/Sub-Regional Organization (SRO) level: The five RECs (ECCAS, ECOWAS, COMESA, SADC, UMA) will have the role of Sub-Regional Coordinators, and AFRISTAT the role of Technical Adviser. Where appropriate, SROs like Statistical Training Centres will be involved in the implementation of the Strategy. Where capacity is lacking, support will be provided.

National Level: The main beneficiary of the Regional Strategy will be the countries that need good National Accounts and economic statistics for evidence-based policy, decision-making and a host of other purposes. Countries will bear the primary responsibility for the Strategy implementation. The implementation mechanism at national level will include: National Statistical Coordination Committee chaired by a data user, usually a high-level policy maker from the ministry of finance and/or planning committee, that will oversee the development of the National Statistical System; a National Strategy Coordinator to deal with administrative and technical work in the implementation of the Strategy in the country; and a Technical Working Group to assist the Coordinator.

3.2 Implementation Strategy/Methodology

The Regional ProDoc serves as the plan of action, aiming to reflect the African region statistical development within a consensual programming framework and to make the strategic objective achievable, supported by an intervention matrix with a clear definition of the role of different stakeholders at regional, sub-regional, and national levels, as well as a well defined timeline as in the five-year work plan (2011-2015) as in the Annex.

A detailed work plan has been prepared for the first 5 years of the regional project and is given as the Annex. For each component and the governance mechanism, key activities to be undertaken for each output have been identified, when they will be undertaken and by whom (responsibility centre), and integrating these in the National Statistical System. And very importantly, there will be a focus in Plan implementation on capacity building as a condition for ensuring sustainability of activities started under the plan. In addition, a detailed budget has been prepared and is presented in the Annex. These should contribute to the success of the regional project.

The overall Regional Project's development strategy is consistent with the Global Strategy for the implementation of the 2008 SNA.

The specific project approach builds on the experiences and best practice in countries gained during the previous implementation of the 1993 and 1968 versions of SNA.

The project follows four complementary and mutually reinforcing strategic directions, namely:

- Capacity building,
- Institution strengthening,
- Methodology development, *and*
- Advocacy campaign.

Capacity Building

Capacity building aims to help African countries to adopt more effective methods and procedures for National Accounts and Economic Statistics based on a detailed assessment of their actual capacities and needs. These include development and harmonization of data sources, capacity of production and analysis of National Accounts.

As part of the capacity building, training will be carried out by carefully identifying the priority needs for training in countries in the continent and helping improve the management of their human resources; by enhancing the capacity of regional and national training agencies to design and deliver effective training courses in line with needs; and by strengthening the demand for training by increasing the knowledge, skills, and competencies of people working in National Statistical Offices.

To ensure the effectiveness of technical assistance, the technical assistance delivery system will be built on the following assessment and principles: based on the level of development of the national statistical systems relative to other countries in the region; improving and leveraging existing structures instead of creating parallel structures; harnessing and leveraging regional capacities, to fill capacity gaps in some countries using capacities that exist in other countries of the region, and supplementing with appropriate international experts.

A team of Regional Advisors will be recruited on a full-time basis and attached to the Regional Implementation Secretariat (RIS) Office for carrying out the capacity building.

Institution Strengthening

Institutional strengthening aims to develop institutional and organizational capacities. Most African countries have and continue to experience both institutional and organizational weaknesses that inhibit effective development of National Statistical Systems in general and National Accounts and Economic Statistics in particular. Institutional strengthening will be required to address the above weaknesses and will be sought by countries based on specific needs. To design the National Strategy for the Development of Statistics (NSDS) is one of the best ways to build national capacity and strengthen statistics in support of national and international development.

Methodology Development

Methodology development aims to prepare technical guidelines, and handbooks on advanced methodologies, standards and tools related to the 2008 System of National Accounts to Improve National Accounts and economic statistics in the following priority areas: master frame for integrated survey, data collection methods, market information, data analysis and administrative data.

An initial list of possible research topics will be developed based on the recommendations of various sessions of the African Group on National Accounts (AGNA). This will be

complemented by a survey undertaken among key stakeholders in National Accounts and Economic Statistics in Africa.

The methodology development will work in close collaboration with Advisory Expert Groups selected from a network of specialists (institutions, academia, and individual experts). The actual conduct of the research on specific topics will be led by selected partner institutions/experts. The lead partner will be mainly responsible for the conduct of research on a specific topic for which it has well established expertise and preparation of relevant handbooks and guidelines.

Advocacy Campaign

[To be completed.]

Timelines for the Implementation of Activities

- During the first 24 months of the projects, the Regional Implementation Secretariat (RIS) will focus on the development of manuals, guidelines and handbooks. It will start processing to the hiring of consultants to assist regional advisors and to organize necessary experts' group meetings to validate the publications. It should start by the African Classifications of Products and Industries. At least, 2 activities, as mentioned in the budget, should be launched under the component development of methodology every month.
- In the meantime, the RIS will start conducting technical assistance missions to strengthen lagging countries in the domain of national accounts and countries which have not participated to the 2005 International Comparison Program (ICP) in Africa. This will permit to enhance the capacity of countries in order to permit them to be ready for the 2008 SNA.
- The enhancing of the validation of national accounts, the GDP breakdown and the development of product list will be done after the finalization of the African Classifications on Products and Industries.
- After the validation of publications, the RIS will get in the step of dissemination of publications. Regional workshops will be organized at the continental level.
- The development of training modules will be done during the 5th year of the project.
- Concerning the development of the national accounts profiles will be done during the first year of the project.
- The advocacy function will be achieved during all the implementation of the project with the participation of the Communication Officer of the RIS.

3.3 Sustainability

It is crucial that the activities started under the regional project not only have impact during the duration of the project but also that they are sustainable when the project ends. The following factors have been taken into account in the design of the regional project in order to engender the said sustainability.

Stakeholder Ownership and Participation

Provision has been made for African countries, continental organizations (AfDB, UNECA and AUC) and others, to own the Strategy and fully participate in its implementation as

partners. It is well known that ownership and participation are essential for successful strategic management and the key to the success of any strategy. After all, *“People support what they help to create”*.

Use of Existing Structures

To the extent possible, the existing structures and processes of the African Statistical System will be used instead of creating parallel structures. These structures were established from mid-2000s to improve coordination of statistical work in Africa. New structures will be created only where necessary. And where the structures are weak, they will be strengthened so that they can provide continuity in support to countries.

Existing structures and processes at regional and sub-regional level that will be leveraged include: the Statistical Commission for Africa (StatCom-Africa), Committee of Directors-General of African National Statistics Offices (CoDGs), African Statistical Coordination Committee (ASCC), and Sub-Regional Organizations (SROs).

Examples of the exiting coordination structures for national statistics are: the National Statistics Coordination Committees (NSCCs) and National Statistical Technical Committees (NSTCs). The NSCCs are established as data user-producer forum to provide general direction and guidance in the development of national statistics in the countries. The NSTCs, on the other hand, are established to deal with all technical aspects of statistical data production and management. In some countries, the establishment of these committees has been underpinned by the national statistical legislation; in other countries, they have been established as part of the NSDS strategy to mainstream key data users in the NSS; in yet other countries, these have been established as ad hoc structures.

Capacity Building and Institution Strengthening

The purpose of capacity building and institution strengthening is to help African countries to adopt more effective methods and procedures for National Accounts and Economic Statistics based on a detailed assessment of their actual capacities and needs.

The purpose of institutional strengthening is to develop institutional and organizational capacities. Most African countries have and continue to experience both institutional and organizational weaknesses that inhibit effective development of National Statistical Systems in general and National Accounts and Economic Statistics in particular. Institutional strengthening will be required to address the above weaknesses and will be sought by countries based on specific needs.

Technical assistance will be delivered and managed in a manner consistent with the UN Guiding Principles on Technical Cooperation and the Paris Declaration on Aid Effectiveness so that it can have lasting impact on statistical systems in Africa.

To design the National Strategy for the Development of Statistics (NSDS) is one of the best ways to build national capacity and strengthen statistics in support of national and international development.

From the above, it is clear that the sustainability of the project’s results and processes is guaranteed as the project is:

- To build and strengthen the technical and managerial capacity of human and institutions in the countries; to develop and adopt new methodology by the national accountants through training and technical support provided by the project. Thus, by the end of the project, NSOs will be empowered and enabled to identify their problems, design/plan solutions, manage, implement and monitor their own projects...
- To improve and increase the availability and quality of the basic economic statistics data used for the compilation of National Accounts; and to improve the technical capabilities of national accountants in the production and analysis of National Accounts; and to prepare and make available for use of the African System of National Accounts manuals and handbooks.
- To institutionalize the new and harmonized standards and procedures in the data collection, processing, compilation, analysis, and dissemination for National Accounts; and to increase the human, material, financial, and technical resources for the activities of National Accounts at national level beyond the project duration.

Sustainability will also be enhanced through the integration of this project with other major ongoing statistical initiatives and projects as well as cooperation and coordination mechanisms and partnership in this continent.

4. MONITORING, REVIEW AND EVALUATION, AND REPORTING

4.1 Oversight, Monitoring, and Reviews

All the strategy implementation activities will be subject to periodic monitoring, reviews, and evaluation according to the adopted timetable and deadlines to ensure the required quality of deliverables. The process will involve key stakeholders, especially recipients, implementing agencies and development partners, to regularly assess performance and progress of the work plan and the budget as well as other elements of the plan as appropriate, and to decide on adjustments to the matrix of project results.

The supervision by implementation structures will be closely linked to the plan implementation schedule. It will include, *inter alia*: (i) continuous supervision and implementation assistance through missions to RECs/SROs and countries; (ii) Yearly review of the work-plan and budget; (iii) Review of progress reports, procurement, correspondences and implementation assistance to countries. The supervision will focus on the physical implementation, management performance and financial control. The key areas include: (i) coordinating office performance: implementation progress, disbursement and accounting practices; (ii) physical implementation of the targets as agreed upon; and (iii) financial control: maintenance of adequate control at all levels of implementation.

At the continental level, the RIS will conduct regular monitoring and evaluation of the project performance to measure project effectiveness and efficiency and to identify challenges and constraints. Every quarter RIS staff shall conduct field visits to make their own assessments of the project implementation performance and supplement reports coming in by regional advisors, experts, and consultants. At the same time regular supervision of physical activities implemented by different parties and project personnel will be carried out.

A detailed system for monitoring and evaluation (M&E) for implementation at every level and each technical activity will be established by the RIS Office to ensure accountability, including identifying the performance indicators, targets, and milestones to be met.

Follow-up activities will be organized at regional, REC/SRO and national levels. These include internal and external evaluation of the supervision missions and assessment on the basis of objective indicators, regularly monitoring and supervising the utilization of allocated resources, and reviewing regular progress reports, annual audit, and financial statements submitted by the beneficiaries. Particular attention will be paid to constraints encountered with a view to resolving all bottlenecks.

Each of the implementation structures at every level will be required to ensure that activities undertaken at each level are well monitored and evaluated according to the M&E system and plan. This includes the implementation partners and project personnel at regional level as well as for specific technical components that they are responsible for. The AGNA will play an important role in the monitoring process of the 2008 SNA strategy implementation especially at national level.

Monitoring the implementation of plan activities at REC/SRO and country levels will also be undertaken through the AfDB/AUC/UNECA's regular participation in the national and regional coordination meetings and other important gatherings at regional and sub-regional levels. The capacity building events such as workshops where beneficiaries will be meeting in the framework of plan implementation will also be used for the same purpose. In the same way, the RECs/SROs will take advantage of their regular activities in their respective member states to monitor field activities relating to the whole implementation plan.

A baseline assessment study will be conducted at the beginning of the project for all the African countries. The baseline assessment survey will be conducted through assessment questionnaire and selected country visits.

Based on the annual progress and other project reports available, the Regional Steering Committee will hold annual meetings. The Committee will examine project achievements and provide recommendations for any appropriate corrective measures to be taken. Members of the Regional Steering Committee should, as appropriate, undertake field visits to help them to maintain contact with project activities and to follow developments.

A terminal review meeting will be held after the terminal evaluation of the project has been completed. The objective of the meeting will be to examine project achievements and to decide on appropriate follow-up activities. The terminal review meeting will carry out its discussions on the basis of the terminal report and the terminal evaluation. Beneficiary assessment will be undertaken as part of the terminal evaluation. A Project Performance Report will be prepared by the RIS and submitted to the terminal review meetings.

A terminal project evaluation will be undertaken and will include the preparation of a participatory beneficiary assessment that will comprise resource material for the evaluation. The evaluation will be in-depth and comprehensive, and it will examine all key aspects of the project. This will include rationale, objectives and design. The evaluation will compare project activities and achievements against design and work plan, and assess the outputs and their separate and joint effect/impact upon the focus areas, countries, and fields.

Evaluation of project performance will be undertaken by independent mission teams. The teams will comprise representatives of the Regional Steering Committee responsible for the project, viz. pan-African Institutions, international organizations, and donors... People earlier associated with project design, execution and/or evaluation are ineligible to participate as full team members. The mission can co-opt project people and others to participate as resource people within the evaluations.

4.2 Reporting

The above mentioned monitoring and evaluation system will actually be accomplished through reporting. The reporting system will help to track the progress of plan implementation, provide stakeholders with regular status updates related to the implementation plan, and alert them on any changes to the original plan.

Tools such as implementation plan status reports, charts, and standardized practices will be important for reporting implementation plan progress. These tools allow implementation offices to monitor and control the implementation plan by providing timely information that can warn them of potential problems or trends that may negatively affect implementation plan planning.

The following important tools will be used to monitor and evaluate progress in plan implementation at national and regional levels:

- An annual national and regional report containing the minimum core data set: to be produced by countries and AGNA.
- Current/annual and cumulative national and regional progress reports and impact assessment: to be produced by countries and AGNA.
- National and regional appraisal/quality implementation plan evaluation reports.

It will be sufficient to develop summary reports that include graphical representations, such as Gantt charts, stoplight reports, Earned Value Analysis (EVA), etc. to show progress in plan implementation.

Regular reporting is a requirement of project management. This includes the preparation of routine six-monthly and three-monthly reports, technical reports, terminal reports and evaluation reports required for the tripartite review meetings.

On a quarterly and annual basis, countries will prepare current and cumulative progress reports (according to an agreed format) indicating physical progress, procurement activities and expenditures in accordance with the requirements of funding agencies. Those reports will be consolidated for the RECs and regional level within the following two months. The National Strategy Coordinators will submit completion reports which will be consolidated for the RECs and regional levels within six months of the end of implementation.

It will prepare bi-annual reports and submit them to the African Statistical Coordination Committee and the Bureau of StatCom-Africa. A two-year report on the implementation of the 2008 SNA will be submitted to StatCom-Africa Meeting.

Quarterly Progress Reports - by AGNA and RECs

The AGNA members and RECs will each prepare a quarterly project progress report. The reports will contain:

- Activities implemented - compared to those that were described in the original work plan.
- Identification of problems and constraints (i.e. technical, human, financial, etc.) that may have affected implementation.
- Recommendations for taking corrective measures.
- Detailed work plan for the following reporting period.
- Signature of the reporting officer.

Quarterly progress reports from the regions will be submitted to the RIS Addis Ababa. The reports will be reviewed prior to dispatch to the RSTC-EC. Any comments arising will be shared with the AGNA and RECs which prepared the report.

Quarterly Project Implementation Reports (QPIR)

A quarterly project implementation report (QPIR) will be prepared by the Regional Implementation Secretary of RIS for submission to the RSTC-EC.

Inception and Six-Monthly Progress Reports

At project inception the Regional Implementation Secretary of the RIS will prepare an Inception Report and from then every six months a project progress report to the standard format. The report will contain:

- Activities implemented - compared to those that were described in the original work plan.
- Identification of problems and constraints (i.e. technical, human, financial, etc.) that may have affected implementation.
- Recommendations for taking corrective measures.

Draft progress reports will be submitted to PATCO for technical clearance prior to finalization. A final version of the report will be sent officially to RSTC-EC. RSTC-EC will forward the progress report to RSTC for comments and/or information.

Technical Reports

Field study reports particularly Regional Advisors, experts, project personnel, and national and international consultancies and other studies that are technical in nature will be reported in a technical report. These reports will be submitted by the RIS to RSTC-EC for review, finalization and for submission to RSTC.

Terminal Report

Not later than six month before the end of the project, the RIS will prepare and send a draft terminal report to RSTC-EC for technical clearance, finalization and submission to RSTC. The report should be received at least four months before the terminal review meeting. The report will assess, in a concise manner, the extent to which the scheduled activities of the project have been carried out, the outputs produced and progress made towards achievement

of the immediate objectives and related development objective. The report will present recommendations for follow-up action.

4.3 Communication and Visibility

Communication and sharing results with all stakeholders will allow them meet their requirements as well as strengthen sustainability of actions and results. As experience and best practices will be gained and lessons learned, this information will be shared with other countries and partner organizations to strengthen overall statistical development.

The mechanism for a transparent and timely flow of data and information will be established. This type of communication network will be reinforced along the whole plan life cycle so that the visibility of the Strategy is kept enhanced at national, REC/SRO and continental levels.

The Regional Implementation Secretary and the RIS will document and disseminate lessons learned from the project. They will be responsible for maintaining contact with and informing RSTC-EC, Regional and Sub-regional Offices and RSTC on progress achieved and lessons learned, and for sharing among all concerned parties technical reports and manuals prepared, etc.

Through the meetings of the Regional Steering Committee, key stakeholders of the project will be regularly informed of progress made and lessons learned.

* * *

ANNEXES

Annex 1. Logical Framework of Regional ProDoc (5 years; 58 million USD)

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>Goal: Implementation of the 2008 System of National Accounts (2008 SNA) by all African countries.</p>	<p>Number of countries with increased publication and dissemination of National Accounts statistics by following the standards of the 2008 SNA.</p>	<p>1. National statistical publications. 2. SNA Status and Capacity Assessment Questionnaire.</p>	<p>Assumptions: 1. National political will to support the implementation plan. 2. Project activities respond to country priorities. 3. Funds are mobilized and/or allocated timely. 4. Appropriate coordination of activities at country level. Risk: moderate.</p>
<p>Purpose: Through methodology development, capacity building, institution strengthening, and advocacy campaign, all countries in this continent are adequately prepared to adopt the 2008 SNA by 2015.</p>	<p>Number of countries adopting the recommended methodologies and institutional settings, applying advocacy materials, conducting advocacy campaign, and undertaking and participating in the capacity building activities.</p>	<p>Project Progress Report.</p>	<p>Assumptions: 1. Sustainable donor commitments. 2. Mobilization and securing of all resources required to cover the implementation plan costs. 3. Effective and efficient M&E system at country level. 4. Strong capacities of implementation and executing agencies in countries and/or RECs/SROs in support of the activities as planned. 5. The implementation plan schedule and cost not overrun. Risk: moderate.</p>
<p>Objective 1: A Regional ProDoc and the implementation plans for the Regional Strategy prepared.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs: 1.1 Strategy implementation plan (Regional ProDoc) launched.. 1.2 Strategy implantation, governance, coordination structures including M&E system at the continental level established and operational. 1.3 Appropriate structures for National Accounts statistics at national level including coordination structures established and operational. 1.4 Resources are mobilized and allocated for strategy</p>	<p>Launching meeting held in April 2011. Existence of functioning strategy implementation structure at the continental level and regular production of monitoring and progress reports. Series of AGNA meetings held. Core ANGA team members designated. Number of countries with coordination arrangements for National Accounts statistics. Resources mobilized, secured, and allocated. Number of countries formally undertaking statistical advocacy in the National Accounts sector.</p>	<p>Project Progress Report.</p>	<p>Risks: 1. National Accounts work plans may not be properly and effectively included in the NSDS process. 2. Drive for resource mobilization may falter. 3. Countries may be more interested in meeting short-term data needs than investing in longer-term statistical capacity building. 4. Coordination arrangements may not be effective. 5. Weak M&E at both</p>

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
implementation. 1.5 Advocacy materials produced and used by countries.			regional and country levels.
<p>Activities:</p> <p>1.1.1 Assess further and in-depth National Accounts Status and Capacity of all African countries.</p> <p>1.1.2 Launch the implementation Plan for the African Strategy and aligned with Global strategy.</p> <p>1.2.1 Establish Strategy implementation and governance structures at the continental level including M&E system.</p> <p>1.3.1 Establish or strengthen existing structures for National Accounts statistics at national level including coordination structures.</p> <p>1.4.1 Mobilize and allocate resources for Strategy implantation.</p> <p>1.5.1 Promote use of National Accounts statistics and empower users to effectively use them in their work.</p>	<p>Inputs/resources:</p> <p>Total: USD</p> <p><u>Methodology Development:</u></p> <ul style="list-style-type: none"> - Continental - Regional - National <p>• <u>Capacity Building:</u></p> <ul style="list-style-type: none"> - Continental - Regional - National <p>• <u>Institution Strengthening:</u></p> <ul style="list-style-type: none"> - Continental <p>• <u>Advocacy Campaign:</u></p> <ul style="list-style-type: none"> - Materials: - Actions: <p>• <u>M&E Reporting and Operating Funds:</u></p> <p>Time frame: 2011-15.</p>	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Strong commitments from donors. 2. Effective commitments and coordination among Pan-African Institutions, RECs/SROs, and related development partners. <ul style="list-style-type: none"> - Resources availed by AfDB, AU and ECA for strategy implementation preparatory work. 3. Active participation and involvement by countries. <ul style="list-style-type: none"> - Release of identified AGNA team members by countries or organizations for strategy work. 4. Funds are mobilized and/or allocated timely.
<p>Objective 2:</p> <p>An African System of National Accounts (ASNA) established that is appropriate to the socio-economic realities in Africa..</p>	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
<p>Outputs:</p> <p>2.1 The African System of National Accounts (ASNA) developed.</p> <p>2.2 The ASNA made dynamic and institutionalized.</p>	<p>Document of ASNA.</p> <p>Blueprints on statistical surveys for National Accounts.</p> <p>Blueprints on administrative data for National Accounts.</p> <p>Blueprints on other international statistical systems adapted to Africa.</p> <p>Blueprints on international classifications adapted to Africa.</p> <p>A conceptual note on updating the ASNA.</p>	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Appropriation and adoption by all African countries to use the ASNA. 2. Difficulties in applying new methods and techniques.
<p>Activities:</p> <p>2.1.1 Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA</p> <p>2.1.2 Develop bridge tables between questionnaires to the 2008 SNA tables.</p> <p>2.1.3 Develop conceptual and methodological notes and practical guidebooks</p>	<p>Inputs/resources:</p> <p>Total:</p> <p>• <u>Methodology Development:</u></p> <ul style="list-style-type: none"> - Continental: 6,120,600 - Regional: 1,500,000 - National <p>• <u>Capacity Building:</u></p> <ul style="list-style-type: none"> - Continental - Regional: 3,000,000 - National: 105,000 <p>• <u>Institution Strengthening:</u></p> <ul style="list-style-type: none"> - Continental 	Project Progress Report.	<p>Assumptions:</p> <ol style="list-style-type: none"> 1. Active participation and involvement by countries. <ul style="list-style-type: none"> - Sharing of data collection practice at national level. 2. Funds are mobilized and/or allocated timely.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
(including quarterly accounts) 2.1.4 Develop the ASNA. 2.2.1 Adapt the ASNA at sub-regional and national levels. 2.2.2 Determine the periodicity for updating the ASNA.	<ul style="list-style-type: none"> • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>		
<p>Objective 3: ICP-Africa carried out as capacity-building tools for National Accounts.</p>	Outputs of the components accomplished.	Project Progress Report.	As those of the outputs of the components listed below.
<p>Outputs:</p> <p>3.1 ICP-Africa adopted as the basis for routine National Accounts activities.</p> <p>3.2 A system for annual production of macroeconomic aggregates and price statistics for PPP calculation developed and established</p>	<p>3.1 Number of countries having integrated ICP work in the National Accounts activities</p> <p style="padding-left: 20px;">3.1.1 Methodological notes</p> <p style="padding-left: 20px;">3.1.2 Number of countries adopting and routinely applying the recommended methodology.</p> <p>3.2 Number of ICP-Africa 2005 non-participating countries assisted.</p> <p>3.3 Number of Fragile States and Small Developing Countries participating in ICP-Africa.</p> <p>3.4 Product list per REC and product list per country.</p> <p>3.5 Number of sub-regional working groups on National Accounts and on GDP breakdown in basic headings validations.</p> <p>3.6 Publications on PPP in line with sequence of National Accounts publications.</p> <p>3.7 Annual continental report/publication of ICP National Accounts data.</p>	<p>1. Project Progress Report.</p> <p>2. National statistical publications.</p>	<p>Risks:</p> <ol style="list-style-type: none"> 1. Inadequate allocation of resources (budget, human and materials) and delay in resource disbursement. 2. Country specificities and disparities in Technical Assistance (TA) needs. 3. Difficulties in promoting and using new/unfamiliar methodologies and/or technology. 4. Inadequately skilled personnel. 5. Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research. 6. The project schedule may be too aggressive. 7. The project budget may have been underestimated or overestimated. 8. Weak M&E system at country level. 9. Weak risk management system. 10. Stakeholders may not be well informed about the Strategy. 11. Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned.
<p>Activities:</p> <p>3.1.1 Publish and apply the GDP breakdown methodology for the ICP-</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental 	Project Progress Report.	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>Africa 2011 Rounds.</p> <p>3.1.2 Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.</p> <p>3.1.3 Provide technical assistance to the ICP-Africa 2005 non-participating countries.</p> <p>3.1.4 Provide technical assistance to Fragile States and Small Developing countries.</p> <p>3.2.1 Develop product lists for each Regional Economic Community (REC).</p> <p>3.2.2 Enhance the validation of GDP expenditures and National Accounts for each REC member countries.</p> <p>3.2.3 Produce PPP for each REC and at the continental level.</p> <p>3.2.4 Develop and publish an African annual report on GDP breakdown into basic headings.</p>	<ul style="list-style-type: none"> - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental: 175,000 - Regional: 1,125,000 - National: 405,000 • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>		
<p>Objective 4: Availability and quality of the basic data required for the compilation of National Accounts improved.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>4.1 A system of ordinary structural socio-economic surveys developed</p> <p>4.2 Administrative data promoted and developed.</p> <p>4.3 International statistical systems for the improvement of national accounts are improved.</p> <p>4.4 International classifications to African socio-economic realities adapted.</p>	<p>4.1 Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements.</p> <p>4.2 National calendars, RECs calendars, and regional calendars adopted.</p> <p>4.2.1 Number of data validation sub-regional and regional working groups.</p> <p>4.3 Number of countries production of National Accounts optimized and rationalized.</p> <p>4.4 List of countries by groups.</p> <p>4.5 List of accounts for each group of countries.</p> <p>4.6 List of classifications for each group of countries.</p>		
<p>Activities:</p> <p>4.1.1 Evaluate data sources required for the production of the 2008 SNA.</p> <p>4.1.2 Develop statistical surveys required for improvement of national accounts.</p> <p>4.1.3 Develop practical guidebooks on statistical</p>	<p>Inputs/resources: Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional - National 	<p>Project Progress Report.</p>	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>surveys for the improvement of national accounts (collection of data).</p> <p>4.1.4 Develop practical guidebooks for updating statistical survey results for the improvement of national accounts (series of variables, etc), and making forecasts of key variables (use of data).</p> <p>4.2.1 Make an inventory of administrative data sources required for national accounts compilation.</p> <p>4.2.2 Develop a guidebook on processing data from administrative sources in national accounts.</p> <p>4.3.1 Develop bridge tables between international statistical systems and 2008 SNA national accounts (link global and national).</p> <p>4.4.1 Develop classifications at regional and sub-regional levels, and adapt at national level.</p>	<ul style="list-style-type: none"> • <u><i>Institution Strengthening:</i></u> <ul style="list-style-type: none"> - Continental: 2,500,000 • <u><i>Advocacy Campaign:</i></u> <ul style="list-style-type: none"> - Materials: - Actions: • <u><i>M&E Reporting and Operating Funds:</i></u> <p>Time frame: 2011-15.</p>		
<p>Objective 5: An optimal and efficient operational system for National Accounts production and dissemination achieved.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>5.1 National Accounts prepared in accordance with a timeline respects the national, sub-regional and regional requirements.</p> <p>5.2 Production of National Accounts optimized and rationalized.</p>	<p>5.3 Number of countries producing National Accounts in accordance with a timeline respects the national, sub-regional, and regional requirements.</p> <p style="padding-left: 20px;">5.3.1 National calendars, RECs calendars, and regional calendars adopted.</p> <p style="padding-left: 20px;">5.3.2 Number of data validation sub-regional and regional working groups.</p> <p>5.4 Number of countries production of National Accounts optimized and rationalized.</p> <p style="padding-left: 20px;">5.4.1 List of countries by groups.</p> <p style="padding-left: 20px;">5.4.2 List of accounts for each group of countries.</p> <p style="padding-left: 20px;">5.4.3 List of classifications for each group of countries.</p>		
<p>Activities:</p> <p>5.1.1 Establish calendar for the publication of National Accounts in Africa.</p> <p>5.1.2 Enhance National Accounts' validation processes at REC and regional levels.</p> <p>5.1.3 Adopt the type (version) of National</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u><i>Methodology Development:</i></u> <ul style="list-style-type: none"> - Continental - Regional - National • <u><i>Capacity Building:</i></u> <ul style="list-style-type: none"> - Continental - Regional - National 	<p>Project Progress Report.</p>	

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>Accounts, i.e. preliminary, provisional, and final figures.</p> <p>5.2.1 Group countries according to the kind of accounts to be developed and produced.</p> <p>5.2.2 Establish tables to be published by group of countries.</p> <p>5.2.3 Work on the 2008 SNA classifications as regards groups of countries.</p>	<ul style="list-style-type: none"> • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental: 2,500,000 • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>		
<p>Objective 6: Capacity and sustainability of National Accounts production and analysis at national level in Africa strengthened.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>6.1 Modern IT tools for compiling, processing, and analyzing statistical information adopted.</p> <p>6.2 Training in National Accounts improved.</p> <p>6.3 National accountants' capacities improved.</p>	<p>5.1 Appropriate computers and specialized software adopted.</p> <p>5.2 Standard programs and modules on training National Accountants.</p> <p>5.3 Document on National Accountant's profile.</p> <p>5.4 Number of persons trained.</p> <p>5.5 Legal documents related to creation of a National Accounts Institute.</p>		<p>Risks:</p> <ol style="list-style-type: none"> 1. HR managers are not supported by senior management. 2. National Accounts statistics not given priority for scarce training places. 3. Inadequate demand for training. 4. Training capacity not sustained. 5. Trainees are not selected on the basis of need.
<p>Activities:</p> <p>6.1.1 Utilize modern and country-adapted IT tools.</p> <p>6.2.1 Develop training programs in National Accounts.</p> <p>6.2.2 Develop training specimen modules and tools.</p> <p>6.2.3 Develop National Accountant's profile.</p> <p>6.2.4 Create a postgraduate National Accounts Institute.</p> <p>6.3.1 Organize training workshops and seminars</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental: 668,800 - Regional: 750,000 - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>	<p>Project Progress Report.</p>	
<p>Objective 7: Human, material, financial, and technical resources in National Accounts in the National Statistical Systems increased.</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed below.</p>
<p>Outputs:</p> <p>7.1 African National Accountants Network</p>			<p>Risks:</p> <p>10. Inadequate allocation of resources (budget,</p>

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
<p>created</p> <p>7.2 A team of continental advisors in National Accounts set up.</p>			<p>human and materials) and delay in resource disbursement.</p> <p>11. Country specificities and disparities in Technical Assistance (TA) needs.</p> <p>12. Difficulties in promoting and using new/unfamiliar methodologies and/or technology.</p> <p>13. Inadequately skilled personnel.</p> <p>14. Complexity of the project: TA is cross-cutting in terms of it being required in other components such as training and methodological research.</p> <p>15. The project schedule may be too aggressive.</p> <p>16. The project budget may have been underestimated or overestimated.</p> <p>17. Weak M&E system at country level.</p> <p>18. Weak risk management system.</p> <p>10. Stakeholders may not be well informed about the Strategy.</p> <p>11. Some leading agencies in countries and/or RECs/SROs may not have the capacity to support the program as planned.</p>
<p>Activities:</p> <p>7.1.1 Create the African National Accountants Network (ANAN).</p> <p>7.2.1 Set up a team of continental advisors in National Accounts.</p> <p>7.2.2 Launch assistance for countries lagging behind in the implementation of the 1993 SNA.</p>	<p>Inputs/resources:</p> <p>Total:</p> <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental: 105,000 - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental: 2,175,000 • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> <p>Time frame: 2011-15.</p>	<p>Project Progress Report.</p>	
<p>Objective 8: Advocacy at all decision-</p>	<p>Outputs of the components accomplished.</p>	<p>Project Progress Report.</p>	<p>As those of the outputs of the components listed</p>

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS AND RISK
making levels launched.			below.
Outputs: 8.1 An active and operational advocacy developed.			
Activities: 8.1.1 Prepare advocacy tools and organize the advocacy at various levels of government up to the Head of State. 8.1.2 Organize advocacy at continental, sub-regional, and national levels.	Inputs/resources: Total: <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> 950,000 <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> Time frame: 2011-15.	Project Progress Report.	
Objective 9: Monitoring, evaluation, and reporting conducted.			
Outputs: 4.1 Monitoring, evaluation, and reporting conducted.			
Activities: 8.1.1 Develop manual on monitoring the implementation of the 2008 SNA. 8.1.2 Develop standard frame for reporting (country, RECs, and continent).	Inputs/resources: Total: <ul style="list-style-type: none"> • <u>Methodology Development:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Capacity Building:</u> <ul style="list-style-type: none"> - Continental - Regional - National • <u>Institution Strengthening:</u> <ul style="list-style-type: none"> - Continental • <u>Advocacy Campaign:</u> <ul style="list-style-type: none"> - Materials: - Actions: • <u>M&E Reporting and Operating Funds:</u> Time frame: 2011-15.	Project Progress Report.	Regional project funding is secure for 5-6 years. Risk: Moderate.

Annex 2 Indicative Budget (Unit: 1,000 USD) [subjective to revision and finalization.]

	ITEMS	Total	Year 1	Year 2	Year 3	Year 4	Year 5
1000	PERSONNEL SALARIES	13,910	2,426	4,806	2,586	2,166	1,926
1100	- Experts	5,820	1,164	1,164	1,164	1,164	1,164
1101	-- Regional Implementation Secretary	900	180	180	180	180	180
1102	-- Regional Advisors	4,320	864	864	864	864	864
1103	-- Officer of administration and finance	600	120	120	120	120	120
1150	- Consultants (more than 2 man-months)	7,880	1,220	3,600	1,380	960	720
1151	-- Consultant of methodologies	7,580	1,160	3,540	1,320	900	660
1152	-- Consultant of communication	300	60	60	60	60	60
1300	- Administrative support staff	210	42	42	42	42	42
1500	DUTY TRAVEL (Project personnel only)	4,980	945	1,291	945	925	874
1600	MISSION COSTS	900	171	233	171	167	158
2000	SUB-CONTRACTS	34,865	6,525	8,765	7,015	6,280	6,280
2001	- Translation of technical reports and documents	1,505	175	875	315	70	70
2002	- Printing and publishing technical reports and documents	3,360	350	1,890	700	210	210
2003	- Establishment of a SNA training institution	30,000	6,000	6,000	6,000	6,000	6,000
3200	MEETINGS	20,241	3,472	5,773	3,718	3,808	3,470
3201	- Regional Steering Committee	850	170	170	170	170	170
3202	- AGNA meetings	3,900	780	780	780	780	780
3203	- Technical meetings and training	15,491	2,522	4,823	2,768	2,858	2,520
4000	EQUIPMENT	480	96	96	96	96	96
4100	- Expendable Equipment and Supplies	255	51	51	51	51	51
4200	- Non-Expendable Equipment	225	45	45	45	45	45
5100	OPERATIONS AND MAINTENANCE	25	5	5	5	5	5
5200	REPORTING COSTS	150	30	30	30	30	30
5201	- Audit	50	10	10	10	10	10
5201	- Evaluation	100	20	20	20	20	20
5300	SUNDRIES	755	127	197	136	145	150
	<i>SUB-TOTAL</i>	76,306	13,797	21,196	14,702	13,622	12,989
6900	PROGRAMME SUPPORT COST	9,920	1,794	2,755	1,911	1,771	1,689
9900	TOTAL PROJECT	86,226	15,591	23,952	16,613	15,393	14,678

Annex 3 Work Plan

ACTIVITIES	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1: A Regional ProDoc and the implementation plans for the Regional Strategy prepared.																				
<i>Output 1.1: Strategy implementation plan (Regional ProDoc) launched.</i>																				
1.1.1: Assess further and in-depth National Accounts Status and Capacity Assessments of all African countries.	X																			
1.1.2: Launch the implementation Plan for the African Strategy and aligned with Global strategy.		X																		
<i>Output 1.2: Strategy implantation, governance, coordination structures including M&E system at the continental level established and operational.</i>																				
1.2.1: Establish Strategy implementation and governance structures at the continental level including M&E system.		X																		
<i>Output 1.3: Appropriate structures for National Accounts statistics at national level including coordination structures established and operational.</i>																				
1.3.1: Establish or strengthen existing structures for National Accounts statistics at national level including coordination structures.		X																		
<i>Output 1.4: Resources are mobilized and allocated for strategy implementation.</i>																				
1.4.1: Mobilize and allocate resources for Strategy implantation.		X	X	X																
<i>Output 1.5: Advocacy materials produced and used by countries.</i>																				
1.5.1: Promote use of National Accounts statistics and empower users to effectively use them in their work.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Objective 2: An African System of National Accounts (ASNA) established that is appropriate to the socio-economic realities in Africa.																				
<i>Output 2.1: The African System of National Accounts (ASNA) developed.</i>																				
2.1.1: Make an inventory of sources of information and questionnaires (collection tools) required for the 2008 SNA.			X	X																
2.1.2: Develop bridge tables between questionnaires and the 2008 SNA tables.					X	X	X	X												
2.1.3: Develop conceptual and methodological notes and practical guidebooks (including quarterly accounts).		X	X	X	X	X	X	X	X	X	X	X								
2.1.4: Develop the ASNA.					X	X	X	X	X	X	X	X	X							
<i>Output 2.2: The ASNA made dynamic and institutionalized.</i>																				
2.2.1: Adapt the ASNA at sub-regional and national levels.														X	X	X	X	X	X	
2.2.2: Determine the periodicity for updating the ASNA.														X	X	X				
Objective 3: ICP-Africa carried out as capacity-building tools for National Accounts.																				
<i>Output 3.1: ICP-Africa adopted as the basis for routine National Accounts activities.</i>																				
3.1.1: Publish and apply the GDP breakdown methodology for the ICP-Africa 2011 Rounds.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3.1.2: Integrate the ICP-Africa GDP breakdown into National Accounts routine activities reference to the 1993 SNA.					X	X	X	X	X	X	X	X	X	X	X	X				
3.1.3: Provide technical assistance to the ICP-Africa 2005 non-participating countries.	X	X	X	X	X	X	X	X												
3.1.4: Provide technical assistance to Fragile States and Small Developing countries.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
<i>Output 3.2: A system for annual production of macro-economic aggregates and price statistics for PPP calculation developed and established.</i>																				
3.2.1: Develop product lists for each Regional Economic Community (REC).					X	X	X	X												
3.2.2: Enhance the validation of GDP expenditures and National Accounts for each REC member countries.					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3.2.3: Produce PPP for each REC and at the continental level.					X	X	X	X												
3.2.4: Develop and publish an African annual report on GDP breakdown into basic headings.			X				X				X				X				X	

Objective 7: Human, material, financial, and technical resources in National Accounts in the National Statistical Systems increased.																				
<i>Output 7.1: African National Accountants Network created.</i>																				
7.1.1: Create the African National Accountants Network (ANAN).			X																	
<i>Output 7.2: A team of continental advisors in National Accounts set up.</i>																				
7.2.1: Set up a team of continental advisors in National Accounts.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
7.2.2: Launch assistance for countries lagging behind in the implementation of the 1993 SNA.		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Objective 8: Advocacy at all decision-making levels launched.																				
<i>Output 8.1: An active and operational advocacy developed.</i>																				
8.1.1: Prepare advocacy tools and organize the advocacy at various levels of government up to the Head of State.	X	X	X	X	X															
8.1.2: Organize advocacy at continental, sub-regional, and national levels.																		X	X	X
Objective 9: Monitoring, evaluation, and reporting conducted.																				
<i>Output 9.1: Monitoring, evaluation, and reporting conducted.</i>																				
9.1.1: Develop manual on monitoring the implementation of the 2009 SNA.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
9.1.2: Develop standard frame for reporting (country, RECs, and continent).	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Annex 4 Terms of Reference for International and National Personnel

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